

Draft - Brent Council Equality Strategy Action Plan 2015 – 2016

Introduction

This Action Plan sets out the key activities that are intended to achieve the objectives of the Equality Strategy. It is supported by departmental level equality action plans which set out how we will achieve our equality and human rights objectives in our everyday work. Departmental Equality Groups have developed these action plans and provide progress reports to Diversity Reference Group meetings.

The Action Plan will be monitored closely over the period, and amended where necessary to address any emerging issues or remedial needs. It will also be reviewed and refreshed annually throughout the timescale of the Strategy.

Equality objective 1: Equality information

Objective: To know and understand all of our communities

Outcomes

- Transparent, up-to-date published information on community profiles and needs is easily accessible to the council, local people and partner organisations
- Reduced inequalities in quality of life outcomes for different communities

Actions	Lead	Milestones	Outcomes
Review and strengthen monitoring systems across the council to ensure a consistent approach to gathering and recording equality data which is used to inform service planning and financial decisions	Head of Equality with Department Equality Leads	<ul style="list-style-type: none">• Monitoring reports based on new systems in June and December 2015	<ul style="list-style-type: none">• Transparent, up-to-date published information on community profiles and needs is easily accessible to the council, local people and partner organisations• Reduced inequalities in quality of life outcomes for different communities
Produce diversity profiles of Brent's communities and service users	Head of Equality with Business Intelligence team	<ul style="list-style-type: none">• Updated borough and ward diversity profiles made available and published on Brent Data by April 2015, and refreshed quarterly thereafter	

Draft - Brent Council Equality Strategy Action Plan 2015 – 2016

Equality objective 2: Community engagement

Objective: To involve our communities effectively

Outcomes

- Increased participation in civic and community life amongst all communities, especially those who commonly experience barriers to participation
- An increase in the number of volunteers

Actions	Lead	Milestones	Outcomes
Explore new forms of creative community engagement to inform service provision and ensure best quality services	<ul style="list-style-type: none"> • Operational Director, Strategic Commissioning 	<ul style="list-style-type: none"> • Agreed new approach to community engagement and new community engagement structures rolled out through the year, with quarterly reports on impact • Policy to encourage staff to volunteer for local voluntary and community organisations rolled out, with quarterly impact reports • Provider to run Brent Citizen Volunteer Service identified by July 2015 	<ul style="list-style-type: none"> • Local residents and service users – including under-represented groups – feel that they can participate in public life and that the council listens to them • An increase in the number of volunteers

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Equality objective 3: Leadership and partnership

Objective: To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence

Outcomes

- A vision, agreed with partners, residents and our different communities for a better future for the borough and the values, priorities and actions that will enable that vision to be achieved
- An increase in the number of local people who believe that people from different backgrounds get on well together in Brent
- External validation as an exemplar of good practice in equality and human rights

Actions	Lead	Milestones	Outcomes
Implement the Equality Strategy, through which Brent's approach to diversity, equality and cohesion is clearly articulated and understood by all partners	<ul style="list-style-type: none"> • HR Director with Head of Equality 	<ul style="list-style-type: none"> • 6- monthly outcome assessments from September 2015, with analyses published on the council's website 	<ul style="list-style-type: none"> • An explicit commitment to equality and diversity at the heart of all borough and council planning • An increase in the number of local people who believe that people from different backgrounds get on well together in Brent • 'Excellent' assessment in the Equality Framework for Local Government • Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff • 'Excellent' level of the Healthy Workplace Charter
Ensure that equality and human rights values and objectives are fully reflected in the Partners for Brent Borough Plan	<ul style="list-style-type: none"> • Chief Executive with Head of Policy and Scrutiny 	<ul style="list-style-type: none"> • Equality and human rights objectives reflected in the 2015-17 Borough Plan • Progress reports to DRG every 6 months from September 2015 	
Provide support and training to councillors to help them to demonstrate community leadership on diversity and equality	<ul style="list-style-type: none"> • Head of Executive and Member Services 	<ul style="list-style-type: none"> • Progress towards equality objectives scrutinised by Executive from September 2015 	
Become recognised as an exemplar of good practice on equality, diversity and human rights	<ul style="list-style-type: none"> • HR Director with Head of Equality 	<ul style="list-style-type: none"> • Quarterly development reports to DRG on participation in the Business Disability Forum's Disability Standard from June 2015 • 'Excellent' assessment in the 	

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		<p>Equality Framework for Local Government achieved by September 2015</p> <ul style="list-style-type: none">• Participation in the Stonewall Workplace Equality Index from July 2015• 'Excellent' level of the Healthy Workplace Charter achieved by October 2015• Regular focus groups with different staff equality groups to inform planning to achieve improvement in these awards and benchmarks	
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Equality objective 4: Responsive services

Objective: To ensure that local public services are responsive to different needs and treat users with dignity and respect

Outcomes

- Evidence of excellent analyses of and responses to local equality issues in business planning and delivery in local services
- Continuously improving accessibility of services
- Reduced inequalities in quality of life outcomes for different communities
- Improved accessibility to public spaces and transport
- Limiting the impact of welfare reform and cuts on vulnerable people

Actions	Lead	Milestones	Outcomes
Review and refresh systems for effective and efficient equality analysis	<ul style="list-style-type: none"> • Department Equality Leads coordinated by Head of Equality 	<ul style="list-style-type: none"> • Outcomes assessment based on revised equality analysis system by June 2015, with 6-monthly updates 	<ul style="list-style-type: none"> • Borough and corporate plan outcomes achieved • Reduced inequalities in quality of life outcomes for different communities • More accessible services which are appropriate to the diverse and changing needs of our residents • Improved accessibility to public spaces and transport • A lower incidence of hate crime and violence against women • Impact of welfare reform and cuts on vulnerable people lessened • Effective equality and diversity practice integrated into all business processes
Monitor progress towards our equality objectives and report on them at regular intervals	<ul style="list-style-type: none"> • Department Equality Leads 	<ul style="list-style-type: none"> • Progress reports on departmental equality action plans at DRG meetings every two months 	
Demonstrate that actions have been taken and improvements in equality outcomes have been delivered as a result of effective equality analysis	<ul style="list-style-type: none"> • Department Equality Leads coordinated by Head of Equality 	<ul style="list-style-type: none"> • Annual reports to DRG, CMT and Executive, on the cumulative equality impact of all decisions and changes, starting June 2015 	

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<p>Ensure that procured and commissioned services support work towards the council's equality objectives</p>	<ul style="list-style-type: none"> Procurement Team and Operational Director, Strategic Commissioning 	<ul style="list-style-type: none"> Revised equality requirements incorporated into all procurement processes from April 2015 Outcomes assessment by October 2015, with 6-monthly subsequent updates 	
<p>Ensure that equality considerations are embedded into all business processes, such as financial and business planning</p>	<ul style="list-style-type: none"> Director of Finance with Head of Policy and Scrutiny and Head of Equality 	<ul style="list-style-type: none"> Equality screening is integrated into business planning and budget setting templates from April 2015, with a review of effectiveness by January 2016 	
<p>Build on and strengthen community cohesion through work with partners to determine the relationship between diversity, equality and community cohesion in service provision</p>	<ul style="list-style-type: none"> Head of Community Safety 	<ul style="list-style-type: none"> Linkages explored and identified, with Hate Crime and Prevent officers, with recommendations for action, by April 2015 Review of implementation of recommendations by March 2016 	

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Equality objective 5: Workforce

Objective: To develop and sustain a skilled and committed workforce able to meet the needs of all local people

Outcomes

- A public service workforce that reflects the community
- Progress towards a living wage for all who live and work in Brent
- Positive outcomes from staff surveys

Actions	Lead	Milestones	Outcomes
Review and strengthen monitoring systems related to our employment profile and its change	<ul style="list-style-type: none"> • HR Director with Head of Equality 	<ul style="list-style-type: none"> • Annual workforce equality report prepared by July 2015 	<ul style="list-style-type: none"> • All council employees receive equal pay for work of equal value • Progress towards a living wage for all who live and work in Brent • Equality is integral to all employment processes and practices • The council workforce is representative of the local community at all levels • Increased proportion of BAME senior managers • Our employees feel engaged in the development and work of the council • Positive outcomes from staff surveys
Develop and deliver mentoring programme to support the career and personal development of council staff from groups under-represented at senior management levels and to broaden managers' understanding of staff experiences and barriers to career progression for some equality groups	<ul style="list-style-type: none"> • Head of Equality 	<ul style="list-style-type: none"> • Focus groups with staff to develop programme by April 2015 • Programme proposal presented to DRG in May 2015 • Programme launched in September 2015 • 	
Provide an equality, diversity and human rights training programme tailored to the requirements of staff in different roles, such as customer-facing staff	<ul style="list-style-type: none"> • HR Manager and Head of Equality 	<ul style="list-style-type: none"> • New equality and diversity training programme implemented throughout the year, with 6-monthly evaluation reports to DRG • Recruitment and selection e-learning module with unconscious bias content is rolled out for all managers and elected members undertaking recruitment and selection from April 2015 	
Identify and address outstanding issues of equal pay	<ul style="list-style-type: none"> • Head of Transactional 	<ul style="list-style-type: none"> • Recommendations from new Equal Pay Audit implemented from 	

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	Services	April 2015, with 6-monthly evaluation reports to DRG	
Maintain oversight of the equalities implications of all corporate activities impacting on the workforce	<ul style="list-style-type: none"> • Cara Davani, HR Director 	<ul style="list-style-type: none"> • Quarterly reports to DRG and CMT on impacts of HR policies and restructurings 	
Review and refresh HR policies and processes from an equalities perspective	<ul style="list-style-type: none"> • HR Managers 	<ul style="list-style-type: none"> • Refreshed HR policies reviewed from an equalities perspective and operating from April 2015, with quarterly reports to DRG • Produce guidance on reasonable adjustments to assist managers to support disabled staff by July 2015 	
Deliver an annual programme of equality events to staff and key external partners	<ul style="list-style-type: none"> • Department Equality Leads with Equality Team 	<ul style="list-style-type: none"> • Black History Month in October 2015 • International Day for Disabled People in December 2015 • LGBT History Month events in February 2016 • International Women's Day in March 2016 • Full programme of equality events for 2016/17 to be approved by DRG in January 2015 	