



Equality Framework For Local Government (EFLG)

Excellent Level

Self - Assessment Template (2014 version)



Equality Framework for Local Government (EFLG) - Excellent level: making a difference

Knowing your communities

1. Not in place
2. Currently being established
3. In place but needs improving
4. In place and effective

EFLG criteria		Rating (1-4)	Areas to consider in self assessment	How was this done and what is the evidence?	What difference has this made?
3.1	A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	<ul style="list-style-type: none"> Brent regularly publishes diversity profiles for the borough and for each ward on its website (see 3.1 Brent Diversity Profile 2014). These are shared and used across all departments to help staff understand the equality profile of the local area and take this into account when making decisions about service provision. 	<ul style="list-style-type: none"> Staff across all departments are able to use the comprehensive profiles to understand the communities in which they work. They use the profiles to inform equality analyses and the delivery of projects and policies which may impact upon certain groups differently.
			Changing needs are identified, prioritised and met across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	<ul style="list-style-type: none"> Brent has developed service user diversity profiles for departments across the council and the Equality Team has delivered workshops to Departmental Equality Groups on their use (see 3.1 Adult Social Care Diversity Profile) 	<ul style="list-style-type: none"> This has made a difference by equipping staff with an up to date evidence base of knowledge about the demographics of their service users, and providing them with the information needed to make decisions about the provision of accessible services which serve all client needs. The profiles are used to inform Equality Analyses and to drive positive outcomes for service users.

		<p>Data is updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristics</p>	<ul style="list-style-type: none"> • Training on Brent’s equality profile is embedded within inductions, e-learning and ongoing staff training across the council (see 3.1 Corporate Induction Agenda). In addition the Diversity Profiles (see 3.1) are updated regularly and used by all service areas to help set priorities when business planning. • Equalities Key Performance Indicators are set and monitored across the council. 	<ul style="list-style-type: none"> • Staff are equipped with relevant, updated data which provides them with the information they need to set relevant priorities for their areas. • The reporting on progress against EKPIs mean that the organisation has access to regularly updated information to set equality priorities across all areas.
		<p>There is evidence of continuous improvement of the quality of the data.</p>	<ul style="list-style-type: none"> • We consulted on and revised diversity monitoring forms to improve collection of data on residents, service users and businesses in 2014 (See 3.1 Resident Diversity Monitoring Templates 2015). • We developed the Client Index database to improve the quality of our data. (See 3.1 Client Index and Single Customer Records Report) 	<ul style="list-style-type: none"> • This will improve the quality of the data collected by making the process and collection standardised across the council. • The Client Index means that we can build a rounded picture of individual Brent residents, their attributes, their families and which services they access.
3.2	<p>Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions. Performance is monitored against equality objectives and</p>	<p>The achievement of outcomes is measured and there is evidence of gaps being narrowed.</p>	<ul style="list-style-type: none"> • Brent undertook a residents survey in 2014, which demonstrated improvements in residents attitudes to a number of areas, such as the council ‘doing a good job for people like me’ (See Residents’ Attitude Survey case study and 3.2 Residents Attitude Survey 2014 Staff Briefing) 	<ul style="list-style-type: none"> • As a result of open workshops delivered on the Residents’ Attitude survey, the knowledge of staff on the priorities and needs of their service users has increased and they are able to use this information in designing and delivering services.

<p>outcomes including commissioned services, and with key health partners and other stakeholders.</p>				
		<p>Performance is measured and relevant equality objectives have been set and are regularly monitored.</p>	<ul style="list-style-type: none"> • Organisation-wide and departmental equalities objectives and key performance indicators (KPIs) have been set in line with the Brent Borough Plan and Equality Strategy. Progress against these KPIs is reviewed regularly by Departmental Equality Groups, Departmental Management Teams, the Diversity Reference Group and the Corporate Management Team. • Performance and progress is benchmarked on a bespoke version of 'inPhase' to monitor across KPIs and data reviewed regularly on a customisable dashboard. • We recently reviewed our Equality Strategy and Objectives along with our Policy to make sure that our commitment to equality runs through every council department, team and individual. An Equalities Action Plan was then developed and published for all staff to access. (See 3.2 Brent Equality Strategy 2015, 3.2 Brent Equality Policy 2015 and 3.2 Brent Equality Strategy Action Plan 2015-16) 	<ul style="list-style-type: none"> • Staff are able to easily benchmark their performance and compare progress across objectives both internally and with similar organisations. • Each member of staff has access to these new council-wide equality objectives. They inform all equality analyses which makes sure that there is a standardised approach which prioritises key equality objectives to every project, policy, strategy and decision. • The DEGs have made an important difference by making staff more responsible for understanding and analysing the equality impacts of their work. The structure has also improved the working relationship between the Equality Team and the wider staff teams, which is now more effective as a partnership.

				<ul style="list-style-type: none"> Each department has a Departmental Equality Group which reports regularly on their equality objectives, performance and action plans to a corporate equalities group (the Diversity Reference Group) (see 3.2 DEG update to DRG Example – Environments & Neighbourhoods March 2015) 	
			Equality outcomes for commissioned services are monitored.	<ul style="list-style-type: none"> Once a commissioned contract is in place we allocate a contract relationship officer who then visits the service on a quarterly basis to monitor outcomes. Progress against equality outcomes is integrated into this process in a number of ways, including consultation with service users, staff and analysis of documentation. 	<ul style="list-style-type: none"> By integrating equalities with the overall monitoring of outcomes we ensure that consideration is given to equality and diversity objectives in all processes that a service monitors, not just as a separate process or 'tick box' exercise. The information is then held on internal council systems and all data is used as part of any contract renewal process.
3.3	Partners are able to identify changes in community profiles, needs and outcomes and adjust equality priorities accordingly		The organisation is working with partners to ensure that changing needs are identified and met. Information is timely, relevant and accessible.	<ul style="list-style-type: none"> Diversity profiles for residents and service users are published for partners to use, and we regularly review partners' approaches to equality (See 3.1 Brent Diversity Profile 2014) Following allocation of funding through the council's Regeneration and Growth department a recent set of investment plans have been established to facilitate development in the borough. As 	<ul style="list-style-type: none"> This means that staff, stakeholders and partners are able to access up to date, relevant information on their service users and residents and implement this into their work. It makes it simpler to conduct accurate equality analysis and monitor the changes in community needs. This has made a difference by providing opportunities for

			<p>part of these projects the council is working with a range of partners to make sure that any development involves residents, businesses and organisations and their needs (see 3.3 Wembley Calling Investment Plan 2015)</p>	<p>partners to be involved in investment and development and to make sure that their needs are met. For example in Wembley the council worked closely with the private sector, in Alperton the public sector through GLA and Transport for London. In Burnt Oak and Colindale the council worked closely with neighbouring boroughs and in Church End communities have been involved through initiatives such as the Coming Soon Club in partnership with Meanwhile Space which will help new cultural and business initiatives test ideas and actively participate in change while it happens.</p>
		<p>Voluntary and community sector partners/health colleagues and stakeholders can access and use the information.</p>	<ul style="list-style-type: none"> All service user and resident diversity monitoring information is publicly available on the Brent data website, in accessible, 'infographic' style format. (See https://intelligence.brent.gov.uk/Pages/Diversity.aspx) 	<ul style="list-style-type: none"> This has made a difference to the ease of identifying community changes and need. For example we recently worked with the newly commissioned domestic violence service to ensure their referral forms were standardised in line with equality priorities and to make sure that they had access to the most recent profile of the borough and service users.
		<p>Data, including information about</p>	<ul style="list-style-type: none"> Reports such as the Brent Joint Strategic Needs Assessment on 	<ul style="list-style-type: none"> A public profile of health inequality and wider equality

			<p>health inequality, is developed and shared/ promoted across the organisation and with partners.</p>	<p>health and wellbeing are available and used by partners across the borough. Key information, including about health inequality, is published from specific meetings such as the Health and Wellbeing Board's work on recommendations about partnership arrangements between Brent council and the Clinical Commissioning Group (see http://brent.gov.uk/your-council/partnerships/health-and-wellbeing-board/jsna/)</p>	<p>priorities means that partners and staff are able to access relevant information to inform their decision making in this area. Publishing all meeting minutes and recommendations/action plans means that the council's work towards tackling inequalities is held accountable and monitored.</p>
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Leadership, partnership and organisational commitment

1. Not in place
2. Currently being established
3. In place but needs improving
4. In place and effective

EFLG criteria		Rating (1-4)	Areas to consider in self assessment	How was this done and what is the evidence?	What difference has this made?
3.4	<p>The organisation is able to show how they have made sure that even when making difficult decisions they continue to have clearly articulated and meaningful commitment to equality.</p> <p>Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.</p>		Senior leaders own and demonstrate clear knowledge of local equality priorities and how and why they are being addressed.	<ul style="list-style-type: none"> • Brent has a strategic level equalities group chaired by the Chief Executive to provide Leadership on equality and diversity. The group sets milestones and analyses the reports and action plans of each Departmental Equality Group (see 3.4 Diversity Reference Group Terms of Reference 2015) • The membership at Brent is extremely diverse and representative of the community. There is a lead member for Equality, Cllr Pavey, and the Leader of the Council is regularly involved in the delivery of a range of Equality events (see 3.4 Diversity of Brent Councillors Report July 2014) 	<ul style="list-style-type: none"> • This demonstrates that the council takes its equality priorities and achievement of its objectives very seriously. The commitment of corporate and senior management to equality and diversity provides a clear message to all staff that equality is a key priority at all levels of the council. The Chief Executive regularly blogs about equalities actions and achievements and makes sure that these are embedded in all of the council's work. • Having a diverse and committed leadership demonstrates that equality is implemented across all levels of the council's work, including in strategic decision making. Having a lead member for equalities means that all work on equality and diversity is held accountable at a high level and reviewed by senior members.

		Senior leaders act as ambassadors for the equality agenda.	<ul style="list-style-type: none"> The political leadership at Brent are committed to equality and diversity and embedded this throughout their 2015-19 Borough Plan (see 3.4 Brent Borough Plan 2015-19) 	<ul style="list-style-type: none"> This means that the 2015-19 Borough Plan explicitly states the council priorities on diversity, fairness and tackling inequality. It demonstrates to residents, service users, staff and partners that the council is committed to the equality agenda and that it will be embedded into all work in the future.
		Senior leaders personally challenge inequalities and drive an improvement agenda.	<ul style="list-style-type: none"> In 2015, the Deputy Leader of the Council undertook a review of the council's HR and equalities policies and procedures. As a result, various recommendations were made and an action plan put in place (see 3.4 Cllr Pavey HR & Equalities Review January 2015 and 3.4 Cllr Pavey HR & Equalities Action Plan 2015) The council set up a Commission on Social Mobility following the concern of the administration that the benefits of economic growth within Brent had not been experienced equally by all parts of the community (see 3.4 Social Mobility Commission Report 2014) 	<ul style="list-style-type: none"> The review by Cllr Pavey meant that areas requiring more action to ensure equality and diversity were highlighted. Its impact included enabling a strategic action plan to be developed in response. The recommendations demonstrated Cllr Pavey's personal commitment to challenging inequality within the council's workforce, and the review has provided the basis for further work towards achieving diversity especially at senior management level. The Social Mobility Commission made a difference by recommending actions to increase the equality of benefits to Brent residents as a result of economic recovery.
3.5	The organisation can	Staff, the community or	<ul style="list-style-type: none"> A refreshed Joint Strategic 	<ul style="list-style-type: none"> The refreshed assessment,

	<p>demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis. Decision makers in the organisation are active in driving the equality agenda forward.</p>		<p>the voluntary and community sector can give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.</p>	<p>Needs Assessment (JSNA) was published in December 2014 with attached information sheets to enhance understanding of the equality characteristics of Brent residents and the varying needs around health inequality and local service delivery. For example a refreshed comprehensive information sheet was produced on Learning Disability in the borough (see 3.5 Brent JSNA December 2014 and 3.5 Learning Disability JSNA Refresh 2014)</p>	<p>along with information sheets has made the information around health equality priorities easily accessible and available to all staff and partners.</p>
			<p>Review mechanisms are in place.</p>	<ul style="list-style-type: none"> The One Council Overview and Scrutiny Committee holds the Cabinet publicly to account by reviewing and scrutinising the impact of policy decisions on the borough. 	<ul style="list-style-type: none"> The scrutiny and overview functions have the capacity to give non-executive members a significant opportunity to influence the proposals of the Cabinet and to probe into the impact of their decisions.
			<p>Cross-organisational learning is taking place.</p>	<ul style="list-style-type: none"> A programme to help raise awareness of diabetes in Brent has trained 11 Community Champions to continue to raise awareness in the borough (see 3.5 Diabetes Champions Press Release) Events around health and wellbeing regularly take place to raise awareness. For example the Brent Multi-Faith Forum ran a training day in February on 	<ul style="list-style-type: none"> This approach to health and equality issues in the borough makes sure that staff are kept up to date and are actively involved in work to tackle health inequality and understanding. The use of community ‘champions’ has raised the profile of the work towards health and equality in the borough. The project’s coverage in local press demonstrates the impact of

				<p>Dementia in association with Ashford Place (see 3.5 BMFF Dementia and our Faith Communities event)</p>	<p>this work.</p> <ul style="list-style-type: none"> It is important for community organisations and service users forums to be involved in work around equality and diversity issues. The Multi Faith Forum, with assistance from Brent Council, took the lead on this event to deliver information and learning on health inequalities which faith communities may experience.
<p>3.6</p>	<p>The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.</p>		<p>There is evidence of improved outcomes.</p>	<ul style="list-style-type: none"> The Residents Attitude Survey 2014 showed an improvement in residents' perceptions on a range of topics in Brent, including an improvement in the number of residents who are satisfied with the way Brent Council runs things (see 3.6 Residents Attitude Survey Results 2014) The Equality Objectives have been refreshed in the new Equality Strategy to reflect a more outcome-focused way of working towards our objectives (see revised equality objectives in 3.2 Brent Equality Strategy April 2015) The Equality Team was reviewed in 2014 and re-established to have a greater partnership role, to be more outward focus and to 	<ul style="list-style-type: none"> The Residents' Attitude Survey provided the most comprehensive overview of residents' views since the previous survey in 2009. The Research and Intelligence Team delivered a series of four workshops to increase the knowledge of staff members about the views and satisfaction of their residents. It has provided a large base of information which can now be used to inform decision making across all council service areas. The new Equality Objectives will make a difference to the way in which the council approaches and works towards its equality and diversity priorities. By setting more outcome-focused

				<p>work more directly with partners and departments (see 3.6 Equality Team Workplan)</p>	<p>objectives, this will make sure that objectives are measured and implemented into all of the council's work, and are not perceived as separate to the wider aims of the council.</p> <ul style="list-style-type: none"> The restructuring of the Equality Team has had the effect of increasing the responsibility of Department Equality Groups, making the work of the Equality Team more efficient and outward-facing. This has made a difference to the work of the team, which is now able to provide consistent and ongoing advice to all council departments about the equality impacts of their work.
			<p>Actions to achieve priority outcomes are reviewed and regularly updated.</p>	<ul style="list-style-type: none"> The Departmental Equality Groups update quarterly to the corporate Diversity Reference Group on their actions and equality outcomes (see 3.6 DRG Minutes January 2015 and 3.6 DRG Action Log January 2015) 	<ul style="list-style-type: none"> The Departmental Equality Groups (DEGs) take seriously their responsibility in regards to their departments work on equality and diversity. Their work is accountable and assessed regularly by the corporate Diversity Reference Group (DRG) which demonstrates the commitment to the achievement of equality objectives by senior leaders in the council.
			<p>Steps are taken if deficiencies are</p>	<ul style="list-style-type: none"> Feedback from the DRG is then incorporated into the action plans 	<ul style="list-style-type: none"> Each DEG has its equalities action plan reviewed by

			<p>identified.</p>	<p>for each Departmental Equality Group.</p> <ul style="list-style-type: none"> • There has been a deficiency identified in the disproportionate exclusion rates for black boys in Brent. This has resulted in a project being started in partnership with the Equality Team and Children & Young People's Department to tackle this. • An award winning Flexible Childcare Scheme has been implemented in Brent to help people who work irregular hours, weekends or overnight, at short notice. The scheme addresses a deficiency in childcare at irregular hours in the borough (see Flexible Childcare Case Study) 	<p>members of the corporate DRG. If gaps or deficiencies are identified recommendations will be discussed, chaired by the Chief Executive, to set objectives and monitor outcomes of departments' work and equality priorities.</p> <ul style="list-style-type: none"> • The Flexible Childcare scheme has made a difference in the provision of short notice, flexible care for children in the borough, meaning that parents can attend work, appointments and other engagements more easily. The pool is made up of a network of childminders who specifically provide childcare at short notice or outside of 'normal' office hours. In 2015 the scheme won the award for 'Innovation' at the Local Government Chronicle Awards.
			<p>Stakeholders and staff are involved in the monitoring.</p>	<ul style="list-style-type: none"> • Monitoring and progress is processed through quarterly monitoring carried out on Equality KPIs by the Corporate Performance Team. In addition, all progress on equality objectives are reported quarterly by each Departmental Equality Group to the corporate Diversity 	<ul style="list-style-type: none"> • This means that staff across a range of levels within the council are responsible for equality monitoring. The development of the DEGs has made a difference to the way each service area is accountable for their decisions and impact on equality.

				Reference Group (see 3.2 DEG Update to DRG Example – Environments & Neighbourhoods)	
3.7	The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.		The organisation assesses its performance and outcomes against comparable organisations.	<ul style="list-style-type: none"> The council provides cross-council data on a quarterly basis which is then used to populate a comparative data dashboard coordinated by London Councils. This information is then collated by Performance Officers who share the comparative statistics across the organisation so that it can be used for benchmarking and outcomes-setting purposes (see Comparative Organisations LAPS Benchmarking Dashboard 2014-15 Q2) 	<ul style="list-style-type: none"> The information provided by this dashboard informs the council’s priorities by highlighting areas where comparative performance is not as high as other areas. This then informs decision-making about services which are not delivering highly on their performance indicators, and makes sure that departments are accountable for this.
			Review mechanisms are in place.	<ul style="list-style-type: none"> The One Council Overview and Scrutiny Committee scrutinises specific projects and programmes as well as general progress against internal performance indicators and comparable organisations. 	<ul style="list-style-type: none"> By reviewing the progress of the council regularly, the Overview and Scrutiny Committee means that good practice is highlighted and any gaps or issues are identified quickly and actions put in place to resolve these. The Committee has recently reviewed progress on the number of people being placed in temporary accommodation, the completion of mental health assessments in Adult Social Care and the impact of council tax collection.

			<p>Outcomes and priorities have changed as a result of Scrutiny review.</p>	<ul style="list-style-type: none"> • Specific Scrutiny Reviews take place on a regular basis. A recent Scrutiny Review of Brent's progress on tackling Violence against Women and Girls (VAWG) resulted in the creation of an Action Plan with cross-council implementation (see 3.7 VAWG Scrutiny Report Action Plan 2014) 	<ul style="list-style-type: none"> • The VAWG Scrutiny Task Committee and subsequent action plan have resulted in a number of changes including: development of FGM resources leaflets in partnership with Brent CCG and GP practices, capturing of more information through risk assessment and referral forms for victims of VAWG through a newly commissioned IDVA service in Brent and the extension of the scope of the Safer Brent VAWG Strategy to address FGM, 'honour-based' violence and forced marriage.
			<p>The organisation is approached on a regular basis to provide examples of, or showcase good practice.</p>	<ul style="list-style-type: none"> • The council has recently been featured in local and national press for its innovative work around flexible childcare and subsequent awards won (see Flexible Childcare Case Study) • The council has also received recognition for being the first council in the country to offer discounted business rates as an incentive to employers in the borough paying the London Living Wage to employees. This led to Greenwich council approaching Brent and incorporating a similar scheme in the Royal Greenwich borough (see 3.7 Press Coverage for 	<ul style="list-style-type: none"> • Brent's success in local and national press demonstrates to service users and residents that there are innovative, award-winning ideas behind the council's decisions. It provides a basis on which the council can attract partners, stakeholders and service users, and demonstrates that our commitment to equality issues is at the forefront of decision making.

				<p>Living Wage Incentive 2014-15, 3.7 Living Wage Internal Communications and 3.7 London Living Wage Guidance for Business Rates Discount)</p>	
<p>3.8</p>	<p>Through effective and consistent communications the organisation has gained a reputation within the community and with all partners for championing and improving equality outcomes, balancing competing interests and fostering good relations</p>		<p>Staff, the community or the voluntary and community sector can give good examples of how effective communication has enabled the organisation to prevent or manage tensions between different equality groups.</p>	<ul style="list-style-type: none"> • Brent’s work under the Prevent Strategy involves regular effective communication between a range of groups through the Prevent Advisory Forum. The forum is chaired by a Councillor and attended by council staff, voluntary groups, community groups, youth workers and multi-faith group representatives (see 3.8 Prevent Advisory Forum TOR, 3.8 Prevent Advisory Forum Agenda and 3.8 Prevent Advisory Forum Minutes January 2015)) • The council’s LGBT youth project, Mosaic, recently acted upon a range of communication which had taken place around the lack of LGBT book and resources provision in the borough’s libraries. A partnership project was set up between Mosaic and Brent Library Services and a group of LGBT young people participated in a stock selection exercise which is currently on tour around libraries in Brent (see Mosaic & Library LGBT Stock Selection) 	<ul style="list-style-type: none"> • This means that the council has a consistent dialogue with community groups, residents and service users, in an area in which effective partnership is crucial to making sure that tensions are managed and reduced effectively. • The project between Mosaic and Brent Libraries Services strengthened the relationship between LGBT teenagers in the borough and the council, and demonstrated that the council is keen to have the input of young people from a range of protected groups in the borough to make sure that services are delivered fairly and equally.

				Case Study)	
			The organisation has a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	<ul style="list-style-type: none"> • Brent facilitates and attends the meetings of the active Brent Multi-Faith Forum in the borough. For example the council has recently attended to present on VAWG in the borough and to discuss how we can increase electoral registration from faith communities (see 3.8 Brent Multi Faith Forum TOR, 3.8 Brent Multi Faith Forum Minutes July 2014 and 3.8 Brent Multi Faith Forum Electoral Registration Presentation) 	<ul style="list-style-type: none"> • The council maintains a relationship with the Brent Multi Faith Forum whilst making sure that the group is independent and is given a range of opportunities to discuss and contribute to decision making in the borough. It demonstrates that the council values the input of various communities, whilst facilitating discussions between groups with potentially conflicting needs.
			There is evidence that priorities are negotiated and changed.	<ul style="list-style-type: none"> • The council's service user Disability Forum was re-established after a brief hiatus following discussion with attendees at the Brent Council & Brent Housing Partnership event to celebrate International Day for Disabled People (see 3.8 Disability Forum Meeting Agenda March 2015 and 3.8 Disability Forum Meeting Minutes March 2015) 	<ul style="list-style-type: none"> • The re-establishment of the Disability Forum means that disabled residents are provided with opportunities to feed back directly to Members and staff at Brent Council. Community and voluntary sector organisations also attend on behalf of their service users and members and provide a method in which the council can provide updates and listen to the views of a range of disabled service users.
3.9	The organisation can demonstrate that		There is evidence that provision is being	<ul style="list-style-type: none"> • Our approach to equalities in procurement is outlines in our 	<ul style="list-style-type: none"> • The council spends £280m each year buying goods, works or

<p>commissioned/procured services are helping it achieve its equality priorities.</p>			<p>monitored using quantitative and qualitative analysis, and the results considered and analysed by both supplier and client.</p>	<p>robust Procurement and Equalities Guidance. The guidance equips staff with the knowledge and confidence to advance equality, diversity and inclusion through their work on procurement (see 3.9 Procurement and Equalities Guidance)</p> <ul style="list-style-type: none"> • Departmental Equality Groups report directly to the corporate Diversity Monitoring group on their equality priorities in commissioning and procurement of services. • In January 2015 a revised set of resident diversity monitoring templates were launched to standardise the collection of information across the council and its residents, suppliers and clients. (see 3.1 Resident Diversity Monitoring Templates 2015) 	<p>services from other organisations. We recognise that this purchasing power can be used as a way to advance equality and wider social benefits such as creating training and employment opportunities.</p> <ul style="list-style-type: none"> • The new monitoring templates mean that departments are now able to capture a standard range of information that can be used to analyse the potential impact of decisions on residents and service users. The new templates have been redesigned with comprehensive guidance and communications to help all staff members to use them consistently and effectively. • Our Procurement and Equalities Guidance

				<p>women and girls (VAWG). In light of the increasing diversity and population increase of the borough we worked with local VAWG service providers to make sure they were collecting useful data in order to deliver effective services and meet our equality objectives.</p>	<p>worked with service providers to enhance their equality monitoring system and to make sure data on all groups was captured accurately. This resulted in production of domestic violence leaflets in Polish, and an expansion of the 'White Other' category in equalities data monitoring collected by services to more accurately capture the profile of perpetrators of violence in the borough.</p>
			<p>Providers understand and can articulate a commitment to equality.</p>	<ul style="list-style-type: none"> • The council works in close partnership with Brent Housing Partnership ('BHP'), which leads on provision and maintenance of housing stock within the borough. The Equality Team have worked closely with BHP to develop an Equality, Diversity and Inclusion strategy, including undertaking staff consultation (see BHP Equality, Diversity and Inclusion Strategy 2015-17) • Hestia, the new provider of domestic violence services in the borough, sought to expand upon their understanding of equality priorities in the borough. The Equality Team recently assisted in making sure their collection of equality information and use of Brent diversity profiles was 	<ul style="list-style-type: none"> • This means that Brent's commitment to equality and diversity is prioritised throughout not just council work but also through the work of partners and providers. It demonstrates to service users that we work closely with providers to make sure equality and fairness are prioritised through all decisions. The BHP Strategy standardises the approach to equality, diversity and inclusion and staff consultation on the strategy increases the knowledge of all staff working within and in partnership with BHP as well as gives them the opportunity to contribute to the strategy and its implementation.

				<p>effective and useful in tailoring their service delivery.</p>	<ul style="list-style-type: none"> Working with Hestia gave the council the opportunity to make sure that equality and diversity priorities were understood and consistently acted upon by a new provider in the borough. The service now regularly uses the Brent diversity profiles to enhance their understanding of their changing service user needs. For example they have increased their data collection on perpetrators of domestic violence by expanding the categories in which information was collected (e.g. by expanding the list of ethnicities that were previously reported upon).
3.10	<p>The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities</p>		<p>There is information available to show there has been an improvement.</p>	<ul style="list-style-type: none"> The Residents Attitude Survey results were published in February 2015. They demonstrated an increase in the number of residents who agreed with the statement 'Brent is a place where people from different groups get along.' 84 per cent of residents either strongly agreed or tended to agree with the statement. This can be compared to 2009, when 74 per cent of residents strongly agreed or tended to agree, and 72% in 2005. 	<ul style="list-style-type: none"> The 2015 survey provides an extremely useful overview of residents' opinions on a variety of topics. Measurable improvements across a range of areas were reported. This provides evidence to demonstrate the positive impact of the council's work, and also provides staff with updated knowledge about their service users' and residents' views on community issues.

				<ul style="list-style-type: none"> The Residents Attitude Survey results also demonstrated an improvement in residents' views on a number of community issues such as anti-social behaviour and feeling safe outside after dark (see 3.6 Residents Attitude Survey Results 2014) 	
			<p>The organisation has been asked to work with others to improve performance on fostering good relations between diverse communities.</p>	<ul style="list-style-type: none"> The Prevent Advisory Forum members represent an extremely diverse range of communities and groups within Brent. Among others, the Brent Multi-Faith Forum is represented and the council facilitates the meetings to work together with community groups to discuss and tackle radicalisation and extremism in the borough. The forum was asked to develop a youth outreach event coordinated by the Al-Saddiiq Foundation, a community organisation in the borough. (see 3.8 Prevent Advisory Forum Minutes January 2015 and 3.10 Youth Outreach Event Poster Al-Saddiiq 2015) 	<ul style="list-style-type: none"> The council has a lead role in the fostering of good relations between diverse communities, especially given that Brent is the second most ethnically diverse borough in London. The council facilitates and contributes to a range of partnership and engagement-based initiatives to increase community engagement and break barriers such as the Disability Forum, the Prevent Advisory Forum and the Brent Multi Faith Forum.

Involving your communities

1. Not in place
2. Currently being established
3. In place but needs improving
4. In place and effective

EFLG criteria		Rating (1-4)	Areas to consider in self assessment	How was this done and what is the evidence?	What difference has this made?
3.11	There are a range of sophisticated engagement structures that result in both formal and informal interactions between the organisation and its diverse communities.		There are a range of innovative approaches to involving communities.	<ul style="list-style-type: none"> • Brent Councillors meet as a full cabinet once a month. These meetings are held in a variety of locations across Brent, for example the Pakistani Community Centre and Patidar House (see: 3.11 Brent Cabinet Meeting Agenda Pakistan Community Centre Jan 2015) • The Borough Plan 2015-19 underwent a particularly rigorous consultation process to inform its development. The council consulted with residents through a range of mechanisms including face to face interviews, service user forums and 'question time' type events (see Borough Plan Consultation Case Study) 	<ul style="list-style-type: none"> • The Leadership holds meetings in a range of community locations to make sure that the council is a visible presence and that residents can easily and effectively engage with work which affects them. • Using a range of consultation methods (including online, face to face interviews, telephone interviews, forums and surveys) meant that a more collaborative approach to engagement could be carried out. It meant that a much larger base of residents were consulted on this important piece of work, with over 2,000 residents taking part in the face to face interviews alone.

			<p>Arrangements are made to meet specific or individual needs. Vulnerable people/ communities participate and their satisfaction levels are at least as high the average.</p>	<ul style="list-style-type: none"> • There are a range of forums within Brent which create joint working between Councillors, council staff, service users, residents and community groups. For example there are active Disability Forums for both council services and Brent Housing Partnership, and there is an active Multi-Faith Forum in the borough, along with the area-based Brent Connects Forums (see: 3.11 Brent Connects Forums List 2014-15 and 3.11 Brent Connects Terms of Reference) • The B-Heard group are increasingly engaged in council activities through their engagement and scrutiny of Adult Social Care services. In addition, the Learning Disability Partnership Board are increasingly involved in procurement and commissioning decision-making (see: BHeard User Group Case Study) 	<ul style="list-style-type: none"> • These Forums provide invaluable feedback and consultation on council services. Senior members of staff in the council will often attend to present on a range of issues, for example the Strategic Director of Adults Social Care recently attended the Disability Forum to present on the Care Act and its implementation. This means that vulnerable communities with complex needs are kept informed and given opportunities to engage and be consulted about council services and decisions. • These groups mean that service users with complex needs and from vulnerable groups are able to participate and contribute to services which directly affects them. It makes a difference by adding an extra layer of accountability and scrutiny to service procurement and delivery.
			<p>There is evidence of continuous improvement in community involvement.</p>	<ul style="list-style-type: none"> • The council is encouraging more residents to participate in online consultation methods. There has been a large increase in residents and service users engaging with online consultation methods. 	<ul style="list-style-type: none"> • Since 2012 the number of visits to the online community engagement pages on the Brent website has increased by almost 2,500 visits. • This has had an impact upon

				<ul style="list-style-type: none"> • A key priority in the Borough Plan 2015-19 is to engage in a more collaborative approach to service delivery, engaging with the skills of the 44% of residents who said in the Residents' Survey that they would be prepared to help run a local service rather than see it reduced or cut. • Innovative methods of involving communities have also increased the number of people involved in participation in consultation and engagement exercises. For example, consultation on the Brent Borough Plan 2015-19 involved a variety of consultation methods which resulted in around 3,000 residents and service users being involved (see Borough Plan Consultation Case Study) 	<p>the Borough Plan by making sure that a collaborative approach to service delivery is embedded throughout the whole plan. The council has committed to working with partners to find new ways of providing services, including collaborative commissioning and developing shared services.</p> <ul style="list-style-type: none"> • The range of methods used in the consultation around the Borough Plan means that the council was able to engage with thousands of residents and gather useful, up to date information and an accurate picture of communities' needs and priorities. These have then been implemented into the Borough Plan and communicated widely to residents to demonstrate the impact that their opinions can have on council services.
			<p>Mainstream engagement mechanisms are increasingly involving previously under-represented groups.</p>	<ul style="list-style-type: none"> • There is an increasingly diverse range of participants engaging with Brent's established engagement groups, for example the Brent Citizen's Panel. In 2015, 54 per cent of residents involved in the Citizen's Panel comprised identified as BAME. 	<ul style="list-style-type: none"> • This means that groups who have been historically under-represented are

				<ul style="list-style-type: none"> • Data on participants in mainstream engagement mechanisms, when disaggregated, increasingly demonstrates that the profile of residents and service users represents the diverse and changing population of Brent (see Residents' Attitude Survey Case Study) • A project to engage with the increasing Somali community in the borough was carried out in 2014. The aim was to include the Somali community in discussions about fostering and adoption, as this group is historically under-represented (see Somali Community Engagement Event Case Study) 	<ul style="list-style-type: none"> • This approach, by providing general information about a generic service in a targeted way, has made a difference to the perceptions of both council officers and the Somali community. There has been an improvement in communication between community leaders and Brent's Children's Social Care team and the establishment of these links is leading to further dissemination of information and an increase in expressions of interest of fostering in Brent.
3.12	<p>Communities from across the protected groups are actively participating in and influencing decision making.</p>		<p>Communities are encouraged or supported to influence or make decisions.</p>	<ul style="list-style-type: none"> • B-Heard is a representative group of service users who use Adult Social Care services. The group is involved at every stage of the commissioning process. They evaluate tenders and contracts and undertake quality monitoring visits (see BHeard User Group Case Study) • In addition, the council has disability forums both for all 	<ul style="list-style-type: none"> • The B-Heard service user and carer group has made a difference in a range of adult social care services. For example in 2014 the group worked with the adult social care team to develop a set of Public Standards. These standards build on Brent's Customer Promise and are linked to a learning and development programme so

				<p>residents and for service users of Brent Housing Partnership (BHP). These are advisory forums in which residents have the opportunity to ask questions and contribute to decision-making and service delivery. They are chaired by a Councillor and facilitated by council staff (see: BHP Disability Forum Case Study)</p> <ul style="list-style-type: none"> The Community Access Programme is a large scale transformation programme that has significant implications for residents and other stakeholders. It implements the Community Access Strategy and aims to enable our residents to become self sufficient in their interactions with Brent. A face to face survey was undertaken and a further survey to understand how existing customers felt about the proposed changes. The council then undertook focus groups which gave residents the opportunity to influence decisions (see Community Access Programme Case Study) 	<p>people know what they can expect from Adult Social Care and their allocated worker.</p> <ul style="list-style-type: none"> The Disability Forums for Brent and for Brent Housing Partnership play a key role in informing and consulting residents and service users across all groups. Attendees are supported and encouraged to contribute by a range of facilitators and gain further understanding about the council's work. The approach to the Community Access Programme and Strategy made a difference by providing information to council officers, in addition to existing data, about how residents needs and attitudes would be impacted by the programme. This analysis fed into the equality analysis for the Community Access Strategy to make sure that any changes will enhance and improve access.
			<p>Staff and stakeholders are able to describe levels of influence</p>	<ul style="list-style-type: none"> B-Heard is an example of an established service user and 	<ul style="list-style-type: none"> B-Heard have made differences in a range of areas by having a high level of

			<p>within the community and changes made as a result.</p>	<p>carer group who have influenced key decisions and service changes or developments within adult social care. They sit on interview panels for a range of directly provided services and lead peer interviewing exercises to evaluate the impact of processes such as the Safeguarding Adults Process in Brent (see 3.12 ASC Annual Report 2013-14)</p>	<p>influence within the community. For example they played a key part in procurement evaluations in 2013-14 for a variety of contracts including the West London Alliance Home Care contract and an Advocacy Service contract which all adult social care users now access.</p>
			<p>Key decision makers are involved in the engagement process.</p>	<ul style="list-style-type: none"> • The council's leadership are regularly involved in community engagement. For example each service user forum is chaired by a Councillor and senior management regularly attend to present on various issues affecting residents (see 3.8 Disability Forum Meeting Agenda and Minutes March 2015). • Engagement with community groups on specific issues are also chaired by the council's leadership. For example the Prevent Advisory Forum is chaired by Cllr Deneslow and attended by Cllr Carr (see 3.8 Prevent Advisory Forum Agenda and 3.8 Prevent Advisory Forum Minutes January 2015) 	<ul style="list-style-type: none"> • Councillors taking leadership and participating in various forums demonstrates to residents and service users the impact that their input and views has upon high level decision making. It demonstrates that the council takes equality issues seriously and that consultation responses are fed into decisions event at the most strategic levels. • Question Time panel events are highly attended by staff at Brent Council and give employees the opportunity to engage with key decision makers such as the Chief Executive and Leader of the Council. The Chief Executive also blogs regularly about

				<ul style="list-style-type: none"> There are quarterly 'Question Time' events as part of ongoing consultation, chaired by an independent official with the panel comprising senior leadership, the Chief Executive and Leader of the Council (see 3.12 Chief Executive Invite to Question Time January 2015) 	<p>equality and diversity issues and chairs the corporate Diversity Reference Group. This has raised the profile of the equality agenda at Brent and makes sure that all staff are informed and able to engage with the process.</p>
			<p>Evidence is available that shows the organisation is able to be decisive and confident about difficult decisions.</p>	<ul style="list-style-type: none"> Robust equality analysis and thorough consultation informs the council when making difficult decisions. An example of this is the 2014 Libraries Transformation Project which was a result of proposed budget reductions. (see 3.12 Libraries Transformation EA) Budget proposals as a result of funding reductions also meant the council was faced with a range of difficult decisions in 2014 to inform spending for 2014-15. The council undertook various consultation methods on the budget proposals and involved residents and service users at each stage of the decision-making process (see Budget Consultation 2014-15 Case Study) 	<ul style="list-style-type: none"> A thorough equality analysis (EA) system has made a difference in making sure that difficult or challenging decisions are made on the basis of up to date, robust equality and diversity data to accurately assess any potential impacts upon protected groups. The budget consultation contributed to already emerging picture on the service areas which matter to local people. The views expressed during consultation had a direct impact on decision making processes and a number of services were saved including services for vulnerable groups.
3.13	The organisation works to drive improvement in		<p>There is evidence of partnership arrangements leading</p>	<ul style="list-style-type: none"> Chairing of the Voluntary Sector Forum has moved from being council-led to voluntary sector 	<ul style="list-style-type: none"> This has made a difference by enabling the council to utilise a wider range of partners and

	involvement across all partnerships.		to improved outcomes in participation.	led.	co-chair the Forum with the CEO of the Brent CVS organisation. A range of skills and contacts are able to be used in the forum to make sure that knowledge and results are being shared extensively with partners and stakeholders, and improving the attendance levels at forum meetings.
			Partners are open to challenge and constructive criticism.	<ul style="list-style-type: none"> There was a report produced in partnership with the council and the Brent Clinical Commissioning Group (CCG) which included recommendations around closer partnership work (see 3.13 Health and Wellbeing Board Meeting Minutes Feb 2015) 	<ul style="list-style-type: none"> The CCG report was discussed at the Brent Health and Wellbeing Board meeting in January 2014, where an action plan was developed to increase partnership work between the CCG and Brent Council, especially around consultation. This will make a difference to the way in which the council is able to work collaboratively across all services including health.
3.14	There is an improvement in the participation rates of under-represented groups in public life. Organisations can demonstrate real improvement rather than just describing their work.		Improvements have been achieved and more people from under-represented groups are participating across a wider range of activities.	<ul style="list-style-type: none"> Following consultation with Somali community groups, there has been a notable increase in the engagement of Somali communities with services such as adoption and fostering and other council services (see Somali Community Engagement Event Case Study) The Disability Forum has been 	<ul style="list-style-type: none"> 30 people attended an event aimed to increase participation in fostering in the Somali community. Both staff and community representatives expressed a greater understanding of the fostering process and the Children's Social Care team received an increase in expressions of interest as a result.

<p>The organisation can demonstrate that people across a range of protected characteristics are able to influence decision making.</p>			<p>re-established in 2014, and there is an established, well-attended Brent Housing Partnership Disability Forum representing disabled service users of BHP. Recent meetings saw a large number of disabled residents and carers in attendance to receive information and contribute their views on decisions and council proposals (see 3.8 Disability Forum Minutes).</p> <ul style="list-style-type: none"> • There was an increase in the number of attendees at a range of equality events as part of the ‘Break Barriers; Open Doors’ series organised by the Equality Team. This includes events celebrating Black History Month, International Women’s Day and International Day for Disabled People along with a staff event to mark LGBT History Month (see 3.14 BBOD Events Timetable 2015-16) • The B-Heard group are increasingly engaged in council activities through their engagement and scrutiny of Adult Social Care services. In addition, the Learning Disability Partnership Board are increasingly involved in 	<ul style="list-style-type: none"> • In reconvening the Disability Forum the council has provided further opportunity for under-represented groups, including vulnerable service users and their carers, to participate in council activities. The most recent meeting, in March 2015, reported high attendance and excellent feedback from attendees. • Council events make it possible for service users, staff, residents and local organisations to engage with the council and see the commitment to equality and diversity in action. They provide a range of activities, discussion opportunities, stalls and celebratory events, at which hundreds of people attend.
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				<p>procurement and commissioning decision-making. The Board has a Health Sub-Group which monitors the delivery of the Health Action Plan (see BHeard User Group Case Study)</p>	
			<p>Decision makers are from a wider range of backgrounds.</p>	<ul style="list-style-type: none"> • The Leadership of Brent Council is amongst one of the diverse in the country (see 3.4 Diversity of Councillors report 2014) • The senior management of the council is the 5th most diverse in London. Despite this, the council is implementing various initiatives to increase the diversity of senior management in the council, especially in relation to increasing women and people identifying as BAME in the senior workforce. (see 3.4 Cllr Pavey HR & Equalities Review January 2015) 	<ul style="list-style-type: none"> • Members of Brent Council are representative of the communities in which they serve. This makes a difference to all community groups by demonstrating that councillors understand their needs and are take seriously their responsibilities of fairness and equality, for example through their commitments in the Brent Borough Plan. • Where gaps are identified, such as the lower diversity at senior management level, councillors have personally committed to increase the diversity in this area through an independent review and action plan. The council has joined Race For Opportunity and is working towards the recommendations highlighted by Cllr Pavey in his report into HR and Equality. This includes the development of mentoring and leadership programmes to tackle the lack of diversity at senior

					management
			People feel satisfied that they have been listened to/involved.	<ul style="list-style-type: none"> As well as increased participation across the range of consultation methods, the council also reported a reduction in complaints across a wide range of areas, including reductions in complaints about children's services and adult social care. In addition the percentage of first stage complaints responded to within the set timescales improved across most areas of the council (see Complaints Annual Report 2013-14) 	<ul style="list-style-type: none"> Responding to and resolving complaints efficiently and at the first stage makes a difference to service users' experiences of the council, and makes sure that where inefficiencies or issues have been identified that these gaps can be tackled immediately.
			The organisation is influencing wider-representation.	<ul style="list-style-type: none"> The council continues to be involved with the facilitation of the Brent Multi-Faith Forum and more specific advisory forums with community groups such as the Prevent Advisory Forum. 	<ul style="list-style-type: none"> This has led to actions to increase wider representation, for example by moving the chair of the Voluntary Sector Forum from being council-led to led independently by the voluntary sector. This enables the council to reach a wider base of service users and residents by utilising partnership arrangements and benefitting from shared knowledge and practice across the voluntary sector.

Responsive services and customer care

1. Not in place
2. Currently being established
3. In place but needs improving
4. In place and effective

EFLG criteria		Rating (1-4)	Areas to consider in self assessment	How was this done and what is the evidence?	What difference has this made?
3.15	The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and can demonstrate how negative impacts have been mitigated.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	<ul style="list-style-type: none"> Decisions on a large amount of budget proposals were undertaken by Cabinet in 2015. To inform this process the Equality Team implemented a new Equality Analysis (EA) system into the council (see Equality Analysis System Review Case Study) 	<ul style="list-style-type: none"> The implementation of the new EA system means that EAs are not perceived to be a 'box-ticking' exercise but instead are fully understood and based upon accurate, up to date data. For the 2014-15 budget proposals, the new EA system was used to identify a range of needs of different groups. These EAs then informed the decision-making process to make sure that all factors and needs were taken into account and that wherever possible, proposals improved the outcomes for vulnerable people and reduced inequality within communities
			The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and facilitated different, tailored services that have improved outcomes.	<ul style="list-style-type: none"> The new equality analysis online system has made it possible for business planning to more thoroughly incorporate equality analysis – EAs are now planned for the year in advance and discussed at each Departmental Equality Group meeting as well as in the corporate Diversity Reference Group (see 3.15 Environments & Neighbourhoods Workshop on EAs for SMT Feb 2015) 	<ul style="list-style-type: none"> This approach has made a difference to decision making across all council departments. It means that Department Equality Groups take more responsibility for analysing the impact of decisions. For example the DEG for Environment and Neighbourhoods have used their acquired knowledge about the EA process to deliver a workshop to Senior Management to expand

				<ul style="list-style-type: none"> We use an EA tracking document which is maintained by the Equality Team to demonstrate the overarching impact of decisions proposed and made by the council. As of May 2015 this process has been developed to be automatic, through the reporting mechanism of the newly implemented online EA system (3.15 EA Tracking Document March 2015) Equality analysis particularly informed the decision making on the wide range budget proposals in 2014. Full EAs on both service delivery and staffing impact were undertaken on all projects and changes where an impact was predicted. Rejections of proposals which would have a disproportionate impact upon vulnerable groups were seen in areas such as Adults Social Care and Community Safety. The Head of Equality compiled an overview of the impacts of the budget proposals and this was presented to the corporate Diversity (see 3.15 Cumulative Equality Impact of Budget Proposals – Section 7 onwards) 	<p>upon their knowledge of equality and diversity issues.</p> <ul style="list-style-type: none"> The EA tracking document has made a difference to the way that the overarching impacts of all council decisions are collated and used to inform wider decision making. The information on all potential impacts is now compiled regularly and efficiently and the Equality Team is working with the online EA system developers to embed this process into reporting on the online EA system itself. This has made a difference by making sure that corporate management have access to an accurate, overarching report into the impacts of all budget proposals. It streamlines the EA process by using a new, accessible online system and has increased the knowledge of staff about the equality and diversity implications of their decisions.
3.16	<p>The organisation can demonstrate that improvements and equality outcomes are being delivered across the</p>		<p>It is clear who the service users are.</p>	<ul style="list-style-type: none"> Comprehensive, updated resident diversity profiles are produced and published on the publicly accessible 'Brent Data' website. These are broken down by geographically by ward (see 3.1 Brent Diversity Profile 2014) 	<ul style="list-style-type: none"> The diversity profiles have made a difference to the accessibility and user-friendliness of equality and diversity data for all residents of Brent. They provide information on ward-based demographics as well as a Brent-

	business.			<ul style="list-style-type: none"> In addition to the geographic resident diversity profiles, service user profiles for each service area in the council are being developed to provide information to departments about who exactly is and is not using their service (see 3.1 Adult Social Care Service User Diversity Profile) 	<p>wide profile, and narrative outlines any gaps or challenges that the council faces around equality and diversity.</p>
			<p>Gaps have been identified in terms of who may not be using the service and why.</p>	<ul style="list-style-type: none"> There have been specific gaps identified as a result of research and the creation of service user profiles, as well as analysis of the characteristics of respondents interviewed for the Residents Attitude Survey. Following changes in legislation around electoral registration, the council identified that many people in the borough who previously registered as a household may need further information and encouragement to vote in the next election (see Electoral Registration Project Case Study) 	<ul style="list-style-type: none"> This has made a difference by providing information which has then been developed into action plans around gaps identified. For example there was a lack of engagement by the Somali Community across council services, and a gap identified in sporting services where there was a low number of women and girls involvement. Both of these were then tackled by comprehensive service developments (see Engaging Women & Girls in Sport Case Study and Somali Community Engagement Event Case Study) The electoral registration project to increase voter registration across the borough has made a difference by creating a net increase of 1391 registered voters as of March 2015. It also raised the profile of the democratic process and increased the diversity of the

					<p>pool of potential voters through engaging with events such as the 'Lets Engage to Change' event facilitated by the Brent Multi Faith Forum and the Migrant and Refugee Communities Forum in February 2015 (see Engage to Change Electoral registration Event Flyer 2015)</p>
			<p>Action has been taken to change services in response.</p>	<ul style="list-style-type: none"> As a result of identifying a gap in the use of services by Somali communities, a project was delivered by the Children and Young People's department to inform the Somali community particularly about adoption and fostering in the borough with the aim of increasing participation in this area (see Somali Community Engagement Case Study) The Voter Registration Project is a large project delivered with the aim of increasing electoral registration and voting, especially in underrepresented groups (see Electoral Registration Project Case Study) 	<ul style="list-style-type: none"> This made a difference in changing the service to open lines of communication with the Somali community about what fostering is and to demonstrate an openness to engage with the Somali community, some of whom disclosed that they felt mistrust of the motives of children's social workers. The process also benefited Brent staff who became more knowledgeable about the barriers for people in this community and and improvement in communication. The Voter Registration Project made a difference to the creativity with which communication around democratic process and encouraging residents to register is approached. It had a positive impact not only by increasing the number of registered electors but also by expanding the council's approach to communicating its messages.

			<ul style="list-style-type: none"> Users of allotments in the borough are not representative in their diversity. An allotments project which examined users and people on waiting lists for allotments developed a plan to increase the diversity of allotment users to make sure that allotments are accessible and appealing to all sectors of the community (see Allotments Project Case Study) 	<ul style="list-style-type: none"> The Allotments Project made a difference by inspiring action to change the service as a result. Practical actions taken such as the installation of new accessible toilets, improvement of car park areas and sites and creation of new entrances to make the allotments more accessible all had a positive impact upon communities. In addition, partnership work with the community, health organisations and the voluntary sector means that the user profile is becoming more diverse, with a further analysis of the impact of the project on the demography of users due to be reported in 2015.
		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	<ul style="list-style-type: none"> The council's approach to business planning has been reviewed for the 2015-16 financial year. Equalities and equality analysis has been implemented more fully into this process, and the new approach makes it more straightforward for departments and service areas to set their priorities in a way which links more thoroughly to equality objectives (see 3.16 Business Plan Example – Sports and Parks Service Plan 14-15 and 3.16 Equality Analyses identified in ENS Business Plans Feb 2015) 	<ul style="list-style-type: none"> Corporate business plans, broken down into service areas, have a strong equalities focus with a timetable for equality analysis for the year ahead and predictions for any potential impacts declared in the initial planning process. This makes it easier for the Departmental Equality Groups to plan ahead for consultation and data collection to inform equality analyses of projects, policies and strategies, and set objectives accordingly.
		There is evidence of improved or improving outcomes, disaggregated where	<ul style="list-style-type: none"> Performance and progress is benchmarked on a bespoke version of 'inPhase' to monitor across KPIs and data reviewed regularly on a 	<ul style="list-style-type: none"> This makes a difference by demonstrating progress over time in improving outcomes for residents. Examples include:

			appropriate to demonstrate the effects on different communities/protected groups.	customisable dashboard. Where appropriate this is disaggregated and demonstrates improvement across 12 month periods, grouped into the Brent Borough Plan priorities.	the number of 'Troubled Families' where outcomes have been achieved (disaggregated by age), the proportion of people using social care who receive self-directed support and the number of young people engaged with sports facilities in the borough.
3.17	There is increased satisfaction with services amongst all users, including those with protected characteristics.		There is evidence of how levels of satisfaction have improved over time. Users of the service are representative of the community.	<ul style="list-style-type: none"> The Residents' Attitude Survey demonstrates improvement in residents' and service users' satisfaction across a range of areas. This information is disaggregated to provide a clear profile of the communities (see Residents Attitude Survey Case Study) 	<ul style="list-style-type: none"> This makes a difference by providing data to demonstrate which groups are most or least likely to be satisfied with a range of council services. It provides information which was used to decide upon the priorities in the Brent Borough Plan 2015-19 and upon which services are then able to then rely and use when making decisions about service delivery.
			There are examples of different customers' experiences being analysed and acted upon.	<ul style="list-style-type: none"> The results of the Residents Attitude Survey formed the basis of a comprehensive series of workshops delivered by the Research and Intelligence Team at the council. A thorough analysis of responses took place and staff members from across the departments attended sessions to gather information for use in service delivery. The results of the survey also informed the Brent Borough Plan 2015-19. (see Residents Attitude Survey Case Study and Borough Plan Consultation Case Study) The response of the council to 	<ul style="list-style-type: none"> The workshops provided a comprehensive overview of responses given by over 2,000 residents who were representative of the borough. The responses were also implemented into the Borough Plan and have been communicated through a variety of mechanisms such as an infographic report in the Brent Magazine. This means that residents are listened to and kept informed throughout the whole process of consultation and implementation of their views into service delivery.

				complaints also demonstrates good practice in analysing and responding to customers' experiences (see 3.14 Complaints Annual Report 2013-14)	
3.18	The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.		Where threats to human rights have been identified steps have been put in place to reduce or mitigate the threat.	<ul style="list-style-type: none"> Brent council attracted national press coverage recently for the positive action of the social care team after discovering a male resident with a learning disability had travelled from England to Pakistan to enter into an arranged marriage (see: 3.18 Social Services Pakistan Marriage Case – March 2015) 	<ul style="list-style-type: none"> The case highlighted the necessity of capacity when residents with learning disabilities are making decisions. It also demonstrated the work of the council in tackling threats to human rights in the borough in partnership with the police and legal sector.

Skilled and committed workforce

1. Not in place
2. Currently being established
3. In place but needs improving
4. In place and effective

	EFLG criteria	Rating (1-4)	Questions to ask in self assessment	How was this done and what is the evidence?	What difference has this made?
3.19	<p>The organisation's workforce profile (including the profile of major providers of commissioned services) broadly reflects the community it serves/local labour market.</p>		<p>There are appropriate examples of positive action to improve diversity.</p>	<ul style="list-style-type: none"> • Brent council was again awarded the Two Ticks 'positive about disability' symbol by Job Centre plus in 2014 for its continued commitment to employing and developing disabled people (see 3.19 Two Ticks Disability Accreditation intranet publication April 2014) • In 2014-15 Brent also joined the Business Disability Forum and Race for Opportunity, as well as developing its progress with Stonewall. Brent Housing Partnership are currently Diversity Champions accredited by Stonewall. In addition, we have recently joined The Employers Network for Equality and Inclusion (ENEI). • The council's Recruitment and Selection Policy was reviewed in 2014 to reiterate that all recruitment panels must be representative of race and sex. A new training module on unconscious bias and equality and diversity in recruitment is currently being developed and 	<ul style="list-style-type: none"> • The Two Ticks accreditation has embedded Brent's commitment across five areas: to recruit, retain, consult and train disabled staff members. We have increased our retention rates for disabled members of staff, with the percentage of disabled staff members increasing recently despite widespread staff restructuring and reductions. We joined the Business Disability Forum with which we meet regularly to discuss our progress on objectives such as publicising and implementing reasonable adjustments for staff members. • Brent's unconscious bias training will raise awareness of the issues relevant to recruitment and selection amongst senior management and those responsible for recruitment.

				<p>will be launched in the Summer of 2015 (see 3.19 Recruitment and Selection Policy)</p> <ul style="list-style-type: none"> The council's apprenticeship programme aims to recruit and develop young people who live in the borough. In addition, the council commits to recruiting 'looked after children' as part of the apprenticeship programme. The 2014 intake of apprentices were a from a range of diverse backgrounds, with 97% identifying as BAME and 6% declaring that they have a disability. (see Apprenticeship Programme Case Study) 	<ul style="list-style-type: none"> The Apprenticeship Scheme makes a difference by contributing to the Borough Plan priority of helping people into employment. The council has worked, and will continue to work, hard with partners to encourage and support other employers to help young people into work. The council celebrated National Apprenticeship week with a number of events, including a job and apprenticeship fair in the Civic Centre. The scheme has made a difference across all departments, with 53 apprentices recruited in 2014 split across all service and non-service departments. 20% of placements went to Looked After Children.
			<p>There is evidence that the workforce profile broadly matches the local labour market/community profile. This is continually monitored</p>	<ul style="list-style-type: none"> The Brent Workforce Equalities Report is published annually, and data collected regularly on the council's workforce and reported to the corporate Diversity Reference Group by each department (through the Departmental Equality Groups). The current workforce is extremely representative of the community we serve across all protected characteristics. Where gaps have been identified in diversity at senior management level a review was undertaken by the Deputy Leader of the Council 	<ul style="list-style-type: none"> The method of data capture and ongoing communications across the whole council has meant that all staff understand the importance of diversity data collection and how this can help in developing and maintaining a diverse and committed workforce. As well as the annual workforce equalities report each Departmental Equality Group reports on a quarterly basis on the profile of their staff. This is then monitored by the corporate Diversity Reference Group.

				<p>and an Action Plan put into place. The Equality Team, in collaboration with senior management teams, encourage and monitor ongoing diversity data collection across the whole council (see 3.19 Annual Workforce Equalities Report 2013-14 and 3.19 Equalities Monitoring internal communications Oct 2014)</p> <ul style="list-style-type: none"> The Chief Executive is committed to the ongoing regular collection and analysis of workforce data to make sure that the council is representative (see 3.19 Chief Executive's blog – Equalities Review and data collection) 	<p>There is a deficiency in diversity at senior management which has been identified, and an action plan is currently in place following the review into HR and equalities by the Deputy Leader.</p> <ul style="list-style-type: none"> As well as chairing the corporate Diversity Reference Group, the council's Chief Executive communicates regularly her personal commitment to monitoring the workforce profile and the importance of this matching the community profile of the borough. The leadership commitment to this means that the council demonstrates regularly to all staff that it is committed to achieving a representative workforce and works consistently to put processes in place to make this happen.
			<p>There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.</p>	<ul style="list-style-type: none"> There are gaps in representation, especially of women and people identifying as BAME, at senior management levels of the council. In spite of this the council is actually ranked highly in this area when compared to the London average. However, action is being taken to improve the diversity at this level and the council is striving to improve in this area by the 	<ul style="list-style-type: none"> Despite being one of the best councils in London for BAME representation at senior management level the council recognises that there is still work to be done to achieve higher diversity at this level in the workforce. This acknowledgment and subsequent action plan makes a difference in the way that the council is perceived by

				implementation of mentoring schemes, development of a leadership development programme and an action plan devised in response to Cllr Pavey's review of HR and equalities (see 3.4 Cllr Pavey HR & Equalities Action Plan 2015)	staff and partners, demonstrating that we are committed to increasing the diversity of senior staff.
3.20	Prioritised equality outcomes for the whole workforce are being achieved		Strategic, innovative and holistic approaches have been considered to improve outcomes.	<ul style="list-style-type: none"> In 2014 Cllr Pavey, Deputy Leader of the Council and Lead Member for Equalities undertook a comprehensive review of the HR and Equalities policies and procedures within the council. Cllr Pavey consulted with staff at all levels of employment, as well as with comparable organisations and the LGA. (see 3.4 Cllr Pavey HR & Equalities Review and Action Plan) 	<ul style="list-style-type: none"> The review, report and subsequent recommendations by the Deputy Leader have made a difference to the approach the council will take to increasing the diversity of senior management. It consolidates a range of proposals to work towards the aim of a representative senior team. The report resulted in a range of recommendations and an action plan has been developed, with responsibility taken by senior managers across the council for its implementation.
			There is good use of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	<ul style="list-style-type: none"> The council has an established approach to flexible working which is outlined in the policy. A recent staff survey on the implementation of the Flexible Working Policy received an overwhelmingly positive response. A further equality analysis of the policy is being undertaken, informed by the results of the staff survey (see 3.20 Flexible Working Survey Results and 3.20 Flexible Working Policy Equality Analysis) 	<ul style="list-style-type: none"> Brent's flexible working policy reflects a new, modern approach to service delivery, with greater emphasis on performance management and a culture of flexible working that benefits both staff and customers. Many staff now work remotely and in a way which better meets the needs of each service – there is an increase in the core working hours over a longer day and staff members are able to agree with their managers how best to

					manage their own time to balance individual work-life needs. Hot desking, home and mobile working are now the norm.
			Staff are involved in developing and monitoring these policies.	<ul style="list-style-type: none"> • There is consultation on new staff policies across all areas, and staff across departments are involved in the equality analysis process of the implementation of each policy, strategy and procedure (see 3.20 HR Attendance Policy Equality Analysis Example – March 2015) • Trade Unions advise and are involved in representing staff views on new and existing policies, and trade union representatives are located within the council full time (see 3.20 Trade Union Duties and Activities Policy) • There is an HR Improvement Group which provides a forum for senior management who represent a cross-section of the council's departmental structure to provide scrutiny and challenge on new, revised or current HR policies procedures, as well as analyse compliance (see 3.20 HR Improvement Group TORs) 	<ul style="list-style-type: none"> • Staff are consulted at the development process for policies, and a layer of scrutiny and review is engaged by groups such as the HR Improvement Group. This makes a difference by making sure that staff are able to contribute to the development and implementation of policies. In addition, staff are also involved in the ongoing monitoring of this by contributing to further consultation (such as policy-specific surveys and ad hoc meetings) and by undertaking regular equality analyses of policies to assess the ongoing impacts of their implementation.
3.21	The authority has a robust and comprehensive set of employment data and uses this to inform its workforce		Workforce data includes a wide range of information and protected characteristic profiles including pay levels.	<ul style="list-style-type: none"> • The Annual Workforce Equalities Report contains a wide range of information across all protected characteristics which is broken down, where possible and appropriate, by pay level. (see Annual Workforce Equalities) 	<ul style="list-style-type: none"> • The Workforce Equalities Report has been presented in a more accessible, infographic format since 2013. It provides a comprehensive overview of the characteristics of all employees as well as highlights the strengths

strategy and management practice				<p>Report 2013-14)</p> <ul style="list-style-type: none"> • From 2015, equalities data on shortlisted candidates will be incorporated into regular ongoing data collection within the recruitment process. • An Equal Pay Audit was carried out in February 2015. The workforce was analysed based on gender, whether they were on a full or part time contract, their pay grade, basic salary (pro rata for part time employees) and length of service. The findings showed that overall there is a very small gap of 0.5 per cent. The Equality and Human Rights Commission’s Equal Pay Toolkit indicates that this is an insignificant gap which falls well within the range of acceptability (see 3.21 Equal Pay Audit Report 2015) • We break down staff grievances by equality characteristics on a regular basis (see 3.21 Grievances – equality characteristic breakdown) 	<p>and challenges that the council faces. This is then used to inform discussions at senior level meetings (including the corporate Diversity Reference Group) and to set objectives regarding the relationship between pay scales and diversity.</p> <ul style="list-style-type: none"> • The findings of the Equal Pay Audit have made a difference by providing data to reinforce fairness and equal pay in the organisation. It has also provided information upon which further recommendations have been made, such as the consideration of conducting further pay audits into pay differences on grounds of disability and race. • This enables us to monitor the impact of implementation of the council’s grievance policy and to identify and address any issues as and when they arise.
			The organisation understands the effects of employment policies and practices on its workforce.		<ul style="list-style-type: none"> • Following consultation on all staff policies, some of the HR policies and procedures were updated following a 2014 review. As part of this process further equality analysis took place to establish the full effect of the implementation of the policies on staff across all groups (see 3.20 HR Attendance

				<p>Policy Equality Analysis Example – March 2015)</p> <ul style="list-style-type: none"> • A staff survey on the implementation of the Flexible Working Policy was undertaken to establish the impact of this upon all staff members (see 3.20 Flexible Working Survey Results) 	<ul style="list-style-type: none"> • The survey demonstrated the impact that the Flexible Working Policy has had upon staff members from all departments within the council. The policy has made a difference in that many staff now work remotely and in a way which better meets the needs of each service – there is an increase in the core working hours over a longer day and staff members are able to agree with their managers how best to manage their own time to balance individual work-life needs. Hot desking, home and mobile working are now the norm.
			<p>The organisation has sufficient information about staff to inform robust equality analysis.</p>	<ul style="list-style-type: none"> • There is an ongoing drive, led by the Chief Executive, to encourage all staff to complete their equalities information on the internal HR system 'Oracle' (see 3.19 Chief Executive's blog – Equalities Review and data collection and 3.19 Equalities Monitoring internal communications Oct 2014) • There is a range of information available about staff which is used regularly to inform the EA process. Most recently the data was used to inform a large amount of EAs on budget proposals which would 	<ul style="list-style-type: none"> • The Chief Executive's commitment to the recording and monitoring of equality and diversity information makes a difference to the council's approach to the collection of this information. This highlights to staff that the council is committed to collecting and analysing this data and explains the reasons for its importance. • This approach to equality analysis makes a difference by providing staff with a thorough base of robust data with which to make complicated and often challenging decisions, especially around budget and service

				<p>potentially impact upon staff. Each proposed staff restructure or proposal which would indirectly affect staff (for example through moving or reducing service provision) was subject to a rigorous staff-specific EA which was separate from the proposal's EA of impact upon service users and residents (see 3.15 Cumulative Equality Analysis Report 2013-14)</p>	<p>reduction decisions. There were a large amount of budget proposals to analyse in 2014-15 and this approach to data collection meant that there was robust, up to date information available to inform equality analyses on all projects, policies and service changes proposals which may affect staff.</p>
			<p>The workforce profile is updated regularly.</p>	<ul style="list-style-type: none"> Each Department has a Departmental Equality Group (DEG) which meets every two months. As part of the updates and action planning discussed at these meetings the DEG must provide a profile of its current departmental workforce. This is done alongside the annual workforce equalities report and monthly KPIs which are reported on (see 3.2 DEG Update to DRG Example – Environments & Neighbourhoods March 2015) 	<ul style="list-style-type: none"> The development and ongoing work of the DEGs has changed the way in which equalities information on staff is used on an ongoing basis. The data is reported to the corporate Diversity Reference Group and used to inform decisions about policies, service changes and projects which may have an impact on staff.
			<p>Data is looked at organisationally and service by service.</p>	<ul style="list-style-type: none"> As mentioned above, the DEG's report directly to the corporate Diversity Reference Group (see 3.2 DEG Update to DRG Example – Environments & Neighbourhoods March 2015) 	<ul style="list-style-type: none"> As part of the work of the DEGs, data on workforce diversity is collected at all levels of the council before being collated regularly by the DEGs and published annually in the Workforce Equalities Report, as well as analysed quarterly by the corporate Diversity Reference Group
			<p>It is possible to analyse data by all the protected</p>	<ul style="list-style-type: none"> Data on all characteristics is available in the annual workforce equalities report. It is 	<ul style="list-style-type: none"> Making sure that the data is aggregated by all equality

			characteristics.	disaggregated where appropriate (where anonymity is not compromised). The Equality Team provides guidance about why we collect the data, and regularly provide updates and internal communications about the importance of recording all protected characteristics of our workforce (see 3.19 Annual Workforce Equalities Report 2013-14 and 3.19 Equalities Monitoring internal communications Oct 2015)	characteristics and progress communicated regularly to all staff means that all employees are aware of the importance and ongoing work around equality and diversity in the workplace. The data is broken down to show strengths and challenges and can be disaggregated for example to show the diversity of staff members at certain pay grades.
3.22	The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	<ul style="list-style-type: none"> The council is very successful at recruiting and retaining disabled members of staff, and workers who return from maternity leave (see 3.19 Workforce Equalities Report 2013-14) Positive feedback was received from the respondents of the Flexible Working Staff Survey in 2015. It indicated that employees use and understand the policy, and that it has had a positive impact upon their work (see 3.20 Flexible Working Staff Survey results) 	<ul style="list-style-type: none"> This makes a difference by demonstrating our commitment to recruiting and retaining talented disabled members of staff, and staff returning from maternity leave in an updated, measurable way. Flexible working has made a positive difference to the culture of the organisation. Staff have reported that they have 'better morale' and 'less stress' and in the recent Flexible Working Survey 77 per cent of staff agreed that "flexible working helps us to provide better services for residents."
			These are being communicated to staff with protected characteristics.	<ul style="list-style-type: none"> The Chief Executive regularly writes in her monthly blog about the implementation of policies and procedures across the council, which is shared with all staff members (see 3.22 Chief Executive's blog LGBT History) 	<ul style="list-style-type: none"> Commitment of leadership and senior management makes a difference to the way that equality and diversity is perceived within the council by encouraging engagement with relevant issues. It raises the profile of diversity

				<p>Month, 3.19 Chief Executive's blog – Equalities Review and data collection)</p> <ul style="list-style-type: none"> Targeted focus groups are in development and events also take place on a regular basis. For example there have been recent staff focus groups for BAME staff and an internal event with a follow-up debrief for staff identifying as LGBT (see 3.22 Focus Groups Staff 2015 Overview and LGBT event write up intranet Feb 2015) 	<p>outcomes and objectives and communicates a standardised cross-council approach to the tackling of gaps and issues.</p> <ul style="list-style-type: none"> Follow up meetings from events such as LGBT History Month, International Day for Disabled People and International Women's Day demonstrated an eagerness from staff to contribute further through focus groups and development of staff networks in the organisation. These are now in development. The communication of objectives and outcomes relating to equality characteristics are circulated to all staff and those with protected characteristics through these mechanisms.
			<p>The organisation compares well with others.</p>	<ul style="list-style-type: none"> Brent has the fourth highest proportion of BAME top earners of all London councils. The proportion of BAME top earners increased by three per cent at Brent and decreased by two per cent at other London boroughs over the past year. The council identifies that the baseline for comparison is low and has set out an action plan to improve this (see 3.4 Cllr Pavay HR & Equalities Review January 2015) The council analyses its data comparatively on a quarterly basis through the London Councils 	<ul style="list-style-type: none"> This demonstrates that despite scoring highly in comparison to London in this area, the council identifies that work still needs to be done to work towards a representatively diverse senior management. The Cllr Pavay review has made a difference in the way this will be approached as it sets out high-level recommendations and an action plan has been developed with corporate and senior management responsibility for each area. This makes a difference by providing a wider base of

				<p>Dashboard which is shared across management within the council. The council compares comparatively well with others in areas such as reducing the amount of young people not in education, employment or training and crime rates (see 3.6 Comparative Organisations LAPS Benchmarking Dashboard 2014-15)</p>	<p>information from which staff can assess their work and priorities against. It benchmarks data on a range of areas and means that management have regular access to updated progress on their KPIs in comparison with other organisations and use this regularly to set objectives.</p>
3.23	<p>The authority has high satisfaction levels across all staff groups in respect of staff engagement.</p>		<p>Staff surveys are carried out regularly. (What do they say?)</p>	<ul style="list-style-type: none"> • A recent Access Audit was carried out to assess the impact of the recently built Civic Centre upon staff and service users. Changes were implemented as a result of a survey about the building, for example amendments to meeting rooms to make these more accessible to staff members with visual impairments (see Accessibility Audit case study) • A Flexible Working staff survey was carried out in February 2015. The results of this showed that the policy has had a general positive impact upon staff member's work and ability to carry out functions (see 3.20 Flexible Working survey results) • In 2012, as part of Brent's Investors in People accreditation, mini staff surveys were carried out on a range of themes across all departments, and demonstrated an increase in staff satisfaction across a number of areas such as 	<ul style="list-style-type: none"> • The Building User survey provided the council with information about positive aspects of the accessibility of Brent Civic Centre, as well as where gaps exist. As a result an action plan has been implemented with £75k ringfenced for improvements, some of which have already been completed (installation of Changing Places toilets, improvements to signage, etc). • The Flexible Working Survey provided us with information about how the Flexible Working Policy is implemented across the council and where there are issues or inconsistencies. Staff agreed that flexible working leads to increased productivity (84 per cent) and commented positively about the impact of the policy. The results enabled the Equality Team to analyse decisions such as denials of flexible working requests by equality

				performance management and managerial support (see 3.23 Mini IIP Staff Surveys 2012)	characteristic to ensure there are no inequalities.
			There is evidence that levels of satisfaction have improved over time.	<ul style="list-style-type: none"> Mini staff surveys taken as part of our Investors in People accreditation in 2012 demonstrate an increase in satisfaction levels of staff. Answers to questions were compared to the last full council staff opinion survey (2010) (see Mini IIP Staff Surveys 2012). 	<ul style="list-style-type: none"> Staff levels of satisfaction increased in areas such as partnership working (+6 per cent) and line management motivation (+7 per cent). There was a particular improvement in satisfaction levels of performance management.
			There are examples of different staff experiences being analysed and addressed.	<ul style="list-style-type: none"> In 2014 focus groups to discuss the experiences of BAME staff members were held with employees across the council (see 3.23 Focus Groups 2014 Staff Suggestions 2014) We then undertook further focus groups in 2015 to analyse staff perceptions and experiences and we are addressing suggestions through a report of recommendations presented to the Corporate Diversity Reference group. A number of actions are now in progress including development of staff networks (see 3.23 Staff Focus Groups 2015 report and 3.23 Proposed Staff Networks TOR 2015) 	<ul style="list-style-type: none"> The focus groups made a difference by providing suggestions and information which influenced the development of the Equality Strategy 2015-19. In addition, they have triggered further discussion about the need for ongoing focus groups and staff networks within the organisation. This was then discussed by the corporate Diversity Reference Group in March 2015 and an action plan developed for the implementation of staff involvement.
3.24	There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.		Staff surveys and focus groups confirm satisfaction with the working environment including when analysed across all protected	<ul style="list-style-type: none"> Focus groups in 2014 and 2015, responses to Cllr Pavey as part of the HR & Equalities Review and the Mini IIP Surveys in 2012 demonstrated that staff were generally satisfied with the working environment and highlighted areas in which there is room for 	<ul style="list-style-type: none"> The focus groups have made a difference by providing information about the working environment at Brent. The Facilities Management Team attended the focus group for disabled staff, for example, and fed back improvements and

			characteristics.	improvement. Focus groups were held for staff from across all protected characteristics with a particular focus on ethnicity, gender and disability.	action that will be carried out as a direct result of disabled staff's comments and suggestions.
			There are effective occupational health facilities available to staff and these are being taken up across the authority and proportionately across all groups.	<ul style="list-style-type: none"> Brent's work towards the Healthy Workplace Charter demonstrates the use of Occupational Health Services by staff members. Data on the gender and age of users of occupational health services is collected, and this is also broken down by service area (see 3.24 Healthy Workplace Charter Action Plan March 2015) 	<ul style="list-style-type: none"> Through recruitment processes, internet and intranet information and internal communications, staff are aware and use the comprehensive occupational health services offered by the council. The work towards achievement in the Healthy Workplace Charter has also provided a forum in which staff are aware of ongoing occupational health work and offers available to staff.
3.25	Action is underway to ensure equal pay is fully implemented.		Overall, there is evidence that men and women are receiving equal pay equal for work (subject to any major industrial, legal or other barriers).	<ul style="list-style-type: none"> A comprehensive equal pay audit was undertaken in February 2015. The workforce was analysed based on gender, whether they were on a full or part time contract, their pay grade, basic salary (pro rata for part time employees) and length of service. The findings showed that overall there is a very small gap of 0.5 per cent. Very small gaps were identified within two pay grades (PO6 and PO8) of 1.8 per cent and 2.7 per cent respectively. The Equality and Human Rights Commission's Equal Pay Toolkit indicates that these are insignificant gaps which falls well within the range of acceptability and do not require further investigation (see 3.21 Equal Pay Audit Report 2015) 	<ul style="list-style-type: none"> The Equal Pay findings were circulated to the corporate DRG who discussed this in detail, as well as being submitted to the Trade Unions and HR Improvement Group for consultation. It will then be published on the intranet and Brent's external website. This has made a difference by publicising our approach to equal pay for equal work and providing information to staff and residents to demonstrate our accountability.

			The situation is being monitored / audited regularly.	<ul style="list-style-type: none"> The council has committed to undertaking an equal pay audit every three years. Brent's Pay Policy and Procedure is designed to ensure that all employees are treated fairly and consistently on all pay related matters. The council is committed to paying the London Living Wage to all permanent staff. Every post is subject to a job evaluation when it is created or when there is significant change in the post responsibilities. 	<ul style="list-style-type: none"> One difference the equal pay audit based on gender has made is to inform further consideration of pay audits to analyse pay differences on grounds of disability and race to identify any pay gaps between disabled and non-disabled staff and between staff from difference ethnic groups.
3.26	Harassment and bullying at work are dealt with effectively and most staff say that they are treated with dignity and respect. Staff are confident that there are robust procedures in place to address harassment and bullying at work and they trust management to deal with incidents effectively.		Information is available to show there has been an improvement for all groups— monitoring data, perception surveys, and qualitative data.	<ul style="list-style-type: none"> Diversity monitoring has increased and the method in which it is presented has improved over time (see Workforce Equality Reports from 2011 - 2014) Mini staff surveys taken as part our Investors in People accreditation in 2012 showed that there has been an improvement in staff satisfaction in a range or areas. an increase in satisfaction levels of staff. Further surveys including the building user survey and flexible working survey are broken down to assess the impact upon staff from all groups (see 3.23 Mini IIP Staff Surveys 2012). 	<ul style="list-style-type: none"> This has made a difference to the quality of analysis of the information. Improved quality and quantity of data means that staff characteristics and views through focus groups and surveys are able to be comprehensively analysed.
			There is evidence that staff from protected groups feel they are treated with dignity and respect.	<ul style="list-style-type: none"> Staff focus groups carried out in 2014 demonstrated a range of staff experiences. Positive feedback about feelings of dignity and respect has been received in these focus groups, as well as through other methods such as LGBT 	<ul style="list-style-type: none"> Staff have expressed that they would like to continue to develop and improve the respectful environment within the organisation and further focus groups along with a staff network are in development to begin this.

				History Month events where staff shared their experiences of working for Brent Council (see 3.22 LGBT event write up intranet Feb 2015)	
3.27	Managers and staff can give examples of improved equality outcomes they have contributed to.		Managers and staff are accountable for ensuring equality outcomes.	<ul style="list-style-type: none"> Each Departmental Equality Group is responsible and fully accountable for reporting on equality outcomes and delivering these to the corporate Diversity Reference Group every two months (see 3.6 DRG Minutes January 2015 and 3.2 DEG Update to DRG Example – Environments & Neighbourhoods March 2015) Each service area reports on equality objectives as KPIs on a quarterly basis. This is collated and monitored regularly. Staff are responsible for updating their progress against equality KPIs and these are then reviewed by Departmental Equality Groups, Departmental Management Teams, the Diversity Reference Group and the Corporate Management Team. 	<ul style="list-style-type: none"> The DEGs provide an overview of ongoing equality outcomes which has made a difference by moving the reporting of this to staff with a specific equality and diversity responsibility. The DEGs are accountable to the corporate Diversity Reference Group which meets quarterly and reviews each DEG's update and action plan for the next quarter. By embedding equality performance indicators into the overall performance monitoring process this ensures that managers and staff are accountable, officers can benchmark their performance against comparable internal and external indicators and the information available on the shared Brent database ('InPhase').
			Good performance is being recognised.	<ul style="list-style-type: none"> The council's Appraisal policy and procedure and template forms make sure that talent is recognised within the organisation. In addition the council has a comprehensive Performance and Development Scheme and Guidance A leadership development programme is due to be developed in 2015 following recommendations by Cllr Pavey, Lead Member for 	<ul style="list-style-type: none"> Plans for the leadership development programme will make a difference to the way in which high performing employees are identified and offered development opportunities. The Performance and Development Scheme and Guidance sets out a framework of agreed standards and expectations of managers and employees for managing and

				<p>Equalities, to further identify talent, especially from underrepresented groups, and retain and develop staff members who consistently demonstrate good performance (see 3.4 Cllr Pavey HR & Equalities Review and Action Plan, and 3.27 Performance and Development Scheme and Guidance)</p> <ul style="list-style-type: none"> • There are annual Staff Awards ceremonies, which are well-attended and have a strong reputation within the council for providing recognition of exceptional talent within the council (see 3.27 Staff Awards 2014 Information) • Staff working on particularly successful or innovative projects are often nominated for, shortlisted for and win a range of awards, most recently for the Flexible Childcare Scheme, the Young Local Government Awards and the National Government Opportunities Excellence in Public Procurement Awards (see 3.7 Press Coverage for Living Wage Incentive 2014-15 and Flexible Childcare Case Study) 	<p>recognising individual performance.</p> <ul style="list-style-type: none"> • The Staff Awards make a difference by boosting morale and encouraging good relations between staff members of all grades and departments. They identify performance and talent in a range of categories across the whole council. • These awards raise the profile of the organisation and demonstrate the work which underpins the achievements of a range of council services. They reward staff who perform highly in services and who have dedicated time and resources to making sure the best outcomes are delivered for service users and residents.
			<p>Issues relating to protected characteristics and equality practice are challenged confidently and effectively by</p>	<ul style="list-style-type: none"> • The council has robust and updated bullying and harassment procedures within its Grievance Policy and Procedure which sets out explicitly the grounds of a grievance which incorporates any 	<ul style="list-style-type: none"> • Managers understand the complexities and intricacies of equality legislation, protected characteristics and the impact of policies and procedures on staff. They receive comprehensive

			managers.	<p>of the protected characteristics.</p> <ul style="list-style-type: none"> The Brent Manager Essentials programme provides structured training for managers on performance management, financial management, HR systems and policies and other elements. The training has a specific module on Equality and Diversity in management as well as being integrated throughout the whole of the training process in modules such as 'Code of Conduct' and management responsibilities. 	<p>training on a range of equality issues. For example a recent refresher training on equality and diversity was delivered to the Senior Management Team of Environment and Neighbourhoods, a department undergoing widespread restructure and changes to representation on its Departmental Equality Group, to make sure that all senior managers were equipped with up to date and accurate knowledge to effectively challenge equality and diversity issues within their departments.</p>
3.28	<p>Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.</p>		Changes have come about as a result of any equality training.	<ul style="list-style-type: none"> A new Equality Analysis (EA) system was implemented in 2014. The aim was to move to a more thorough informed understanding of the impacts to any new or proposed changes to services, policies, procedures and strategies and to equip staff with the knowledge and confidence to undertake robust EAs. Training was delivered by the Equality Team and refresher sessions are led regularly by the team to the Departmental Equality Groups. There has been specific cultural competence training carried out for social workers within the Children and Young People's department. 	<ul style="list-style-type: none"> The new approach requires all staff members responsible for EAs to undertake a comprehensive training module on the process before being allocated access to the new online system. To make equality analysis more robust and efficient, responsibility for EAs has been moved to the Departmental Equality Groups who now audit and sign off all EAs in their service areas. Attendees at the Cultural Competence Training fed back and reported that they found the training "very useful" and made them "more aware and sensitive to events that could affect safeguarding children and young people."

		Staff feel their skills have improved.	<ul style="list-style-type: none"> Each employee must undertake and complete an Equality Analysis e-learning module before being allocated access to the online system in order to complete EAs. (see Equality Analysis System Review Case Study) 	<ul style="list-style-type: none"> Staff who have responsibility for equality analysis have been significantly upskilled in this area. The Departmental Equality Groups are now confident in challenging equality and diversity issues, and regularly feed back to their senior and departmental management team meetings to deliver relevant information and training.
		Staff feel they are able to relate effectively with a range of clients.	<ul style="list-style-type: none"> Feedback from our Cultural Competence Training for social workers demonstrates an increase in attendee's knowledge and ability to relate more effectively with a wide range of clients. A new Customer Service Training programme was implemented and comprised various modules including 'dealing with difficult situations' – a workshop programme in which staff received interactive theatre-based training and practice sessions with actors. 	<ul style="list-style-type: none"> Attendees at the cultural competence training sessions remarked that they have "started to implement learning from the course during outreach activities" and that the training "has made (me) more socially aware."
		Staff are able to answer questions about the council's equality priorities.	<ul style="list-style-type: none"> Equality and diversity are embedded within all council functions. All equality priorities and objectives are publicised widely and staff are regularly invited to events and given the opportunity to contribute to the equality agenda. Equalities is embedded in all training including the Corporate Induction training days (see 3.1 Corporate Induction Agenda Example) 	<ul style="list-style-type: none"> Having equality and diversity training embedded within wider training and induction courses means that skills are developed to effectively engage with and challenge equality issues from the beginning of a staff member's employment. It has made a difference in making equality and diversity an entrenched and ongoing part of work rather than being seen as

				<ul style="list-style-type: none"> • Staff members engage regularly with the equality team, and each equality officer provides regular advice and assistance at Departmental Equality Group meetings. There is an e-module on equality analysis for which there are high completion rates across all council department (see Equality Analysis System Review Case Study and 3.28 DEGs Terms of Reference April 2015) 	<p>a separate function.</p>
			<p>Is there any feedback from users?</p>	<ul style="list-style-type: none"> • Feedback from attendees at events organised as part of the 'Break Barriers; Open Doors' series is often positive and encouraging from both staff and service users. Users of services such as the library also give feedback which affects stock selection, and which inspires projects such as the recent LGBT youth group 'Mosaic' stock selection project (see Mosaic & Library LGBT Stock Selection Case Study) • Feedback from focus group attendees in 2014 was also collected, and has informed further plans to facilitate focus groups and develop a staff network in 2015. Staff members regularly email suggestions to the Equality Team on issues such as celebrating equality-themed events and providing feedback on 	<ul style="list-style-type: none"> • Feedback from events makes a difference to the way in which future events are planned and delivered, as well as providing the council with an overview of who attends and participates in events and where there may be gaps in participation. The Mosaic and Libraries partnership project has made a significant difference in the involvement of young people identifying as LGBT in council services • Feedback on surveys such as the Flexible Working Policy Survey and the Building Accessibility Audit demonstrate that staff feedback is taken seriously and to a high level, and can provide tangible changes within the workplace. For example, following the Civic Centre building accessibility

				<p>communications (see 3.23 Focus Groups 2014 Staff Suggestions)</p> <ul style="list-style-type: none"> • Feedback on the Building Accessibility Survey for the Civic Centre demonstrated that staff are willing to contribute to making the environment more accessible and engaging and that the council is able to take suggestions forward and implement these (see 3.28 Accessibility Improvements Internal Communications 2015 and Accessibility Audit Case Study) • Redacted information provided by the Complaints Team demonstrates that users feel that they are treated with dignity and respect throughout the process of issuing any complaints (see 3.28 Complaints Response and Action Plan Example Redacted) 	<p>audit a recommendation was made that people who are visually impaired may find it difficult to see the doors to all meeting rooms, as these are glass with grey handles. As a result, bright coloured prints were implemented on to every meeting room door in the Civic Centre to make the rooms more accessible.</p> <p>Customers who have experienced the complaints procedure often give good feedback to staff members about the way in which their issue has been dealt with. This makes a difference by improving satisfaction rates with council services even when a complaint has been triggered. For example, the following quotation was recorded by a staff member at Brent Housing Partnership: 'Mr Smith has asked me to convey his gratitude to everyone he has dealt with regarding his complaint. He said he has always been treated politely, courteously and professionally with whomever he has spoken to, or met, regarding his complaint.'</p>
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We have identified the following areas for improvement	Priority 1-10 (1 is high)	Resources needed	Potential barriers	Potential solutions	If appropriate, how are we planning to involve stakeholders and community members?
Increase BAME representation at senior levels by implementing all recommendations of HR & Equalities Review and Focus Groups	1	Time commitment from senior leaders and Equality Team, financial resources to implement programmes such as leadership and mentoring programmes	Lack of staff engagement	Devising new, long terms approaches to increasing diversity and reinforcing the commitment of the council in addressing the issue.	Continued consultation with staff through focus groups to inform the direction of any leadership programme, network and/or mentoring scheme.
Undertake a full staff survey	3	Process of implementation – possibility of commissioning external company, time resources to establish questions and benchmark	Financial resources	Undertake mini-staff surveys for representative sample	
Service user diversity profiles to be established for all service areas	3	Time resources of Equality Team and Business Intelligence and Research team			
Establish staff networks	3	Time resources of staff, financial resources to support groups			
Improving the uptake of equality analysis training by staff	5	Commitment by senior teams to encourage staff to undertake training	Staff time	Continue to communicate importance of robust understanding of equality analysis and potential impact upon service users	