

2015-16 Equality Strategy Action Plan

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO1	To know and understand all of our communities	Review and strengthen monitoring systems across the council to ensure a consistent approach to gathering and recording equality data which is used to inform service planning and financial decisions	Transparent, up-to-date published information on community profiles and needs is easily accessible to the council, local people and partner organisations Reduced inequalities in quality of life outcomes for different communities	Monitoring report based on new systems in June 2015	Completed	Head of Equality / Department Equality Leads	Both the communities and workforce equalities profile templates have been updated in May 2015 and are now consistent in terms of monitoring questions and categories. The new templates have been supported by Equalities Monitoring Guidance and communicated to staff in June 2015, and are available on the Intranet The Equality team provides ongoing advice and guidance on the relevant equality questions that have to be incorporated in surveys and consultation questionnaires (both internal and external) The Equality team works with the Information Management and Research and Intelligence teams, as well as with Departmental Equalities Groups, to ensure that there is a consistent approach to collecting and monitoring equality data The equality data and any consultation initiatives are used to inform the council's decision-making and equality analysis processes The Diversity Reference Group receives regular updates on both workforce and communities monitoring
Equality Strategy action plan 2015-16	EO1	To know and understand all of our communities	Produce diversity profiles of Brent's communities and service users	Transparent, up-to-date published information on community profiles and needs is easily accessible to the council, local people and partner organisations Reduced inequalities in quality of life outcomes for different communities	Updated borough diversity profiles made available and published on Brent Data by April 2015, and refreshed at least annually thereafter	Ongoing	Head of Equality / Business Intelligence team	The most up-to-date Brent Diversity profile report is available on Brent Data website. The Research and Intelligence team also produces regular population projections on age, ethnicity and other relevant protected characteristics to enable the council to make evidence based decisions and Equality Analyses. These are also available on the Brent Data website. In addition to the Borough-wide diversity profiles, the Research and Intelligence team works with individual services to produce and update service user diversity profiles. Some of the reports that have recently been updated are (non-exhaustive list): o Adult Social Care (Apr-15) o Labour Market (Sep-15) o Regeneration & Growth (Jan-16) o Children and Young People (Jan-16)
Equality Strategy action plan 2015-16	EO2	To involve our communities effectively	Explore new forms of creative community engagement to inform service provision and ensure best quality services	Local residents and service users – including under-represented groups – feel that they can participate in public life and that the council listens to them An increase in the number of volunteers	Agreed new approach to community engagement and new community engagement structures rolled out through the year, with quarterly reports on impact Policy to encourage staff to volunteer for local voluntary and community organisations rolled out, with quarterly impact reports Provider to run Brent Citizen Volunteer Service identified by July 201	Completed	Operational Director, Strategic Commissioning	The new structure for implementing Community Action Groups has been agreed by CMT, partners and PCG. Implementation of pilot areas started in January 2016 The contract to provide a Brent Volunteering Hub has been let to Groundwork London and has made good progress since June 2015 in recruiting new volunteers The staff volunteering policy was agreed by CMT in December 2015 and will be implemented by April 2016

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Implement the Equality Strategy, through which Brent's approach to diversity, equality and cohesion is clearly articulated and understood by all partners	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	6- monthly progress updates from September 2015, with annual progress update published on the council's website	Ongoing	HR Director / Head of Equality	<p>2015-16 Equality Strategy Action Plan progress updates are reviewed by the corporate Diversity Reference Group (DRG) on a quarterly basis</p> <p>Progress updates in CMT Forward Plan</p> <p>Annual progress update to be considered by the Scrutiny Committee and published on the council's website in April 2016</p>
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Ensure that equality and human rights values and objectives are fully reflected in the Partners for Brent Borough Plan	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	<p>Equality and human rights objectives reflected in the 2015-19 Borough Plan</p> <p>Progress reports to DRG every 6 months from September 2015</p>	Completed	Chief Executive / Head of Policy & Scrutiny	<p>Equality and human rights objectives are reflected in the current Borough Plan and business plans</p> <p>Progress updates are reviewed by the corporate Diversity Reference Group (DRG) on a quarterly basis</p> <p>Annual progress update to be published on the council's website in April 2016</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Provide support and training to councillors to help them to demonstrate community leadership on diversity and equality	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	Progress towards equality objectives scrutinised by Executive from September 2015	Completed	Head of Executive & Member Services	<p>Members' training on unconscious bias took place in April 2015</p> <p>Training on unconscious bias is now embedded into Members' annual training programme</p> <p>Brent Council has become the first London Borough to achieve the 'gold standard' Charter Plus Award for Elected Member Development. The assessment noted that Members have a strong understanding of their roles and articulated the value of collecting information from their casework, and work within their community to inform the council's policies and priorities</p> <p>A Members' Equalities Committee was established in July 2015. The Committee meets on a quarterly basis and the minutes of the meetings are available on Brent website</p>
Equality Strategy action plan 2015-16	EO3	To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	Become recognised as an exemplar of good practice on equality, diversity and human rights	<p>An explicit commitment to equality and diversity at the heart of all borough and council planning</p> <p>An increase in the number of local people who believe that people from different backgrounds get on well together in Brent</p> <p>Excellent' assessment in the Equality Framework for Local Government</p> <p>Improved standing on the Stonewall Workplace Equality Index and a more inclusive workplace for LGBT staff</p> <p>'Excellent' level of the Healthy Workplace Charter</p>	<p>'Excellent' assessment in the Equality Framework for Local Government achieved by September 2015</p> <p>Participation in the Stonewall Workplace Equality Index from July 2015</p> <p>'Excellent' level of the Healthy Workplace Charter achieved by October 2015</p> <p>Regular focus groups with different staff equality groups to inform planning to achieve improvement in these awards and benchmarks</p>	Ongoing	HR Director / Head of Equality	<p>In October 2015 Brent council retained its Silver level Investors in People accreditation</p> <p>Brent was the only local authority that was shortlisted as a finalist at the 2015 Race for Opportunity conference in the Transparency, Monitoring & Action Award category</p> <p>In November 2015 the council was awarded with the Business Disability Forum Disability-smart Award within the premises category</p> <p>In December 2015 the council was granted with the DWP Disability Confident Employer status</p> <p>The outcome of the council's first assessment in Stonewall Workplace Equality Index was announced in January 2016. The council is on 295th place (out of over 400)</p> <p>The Peer assessment for the 'Excellent' level of EFLG was carried out in June - July 2015. The Peer team report outlined five key recommendations that the council should meet before making the final decision in April 2016</p> <p>The timescales for Healthy Workplace Charter have slipped so this action will have to be moved to and prioritised in 2016-17 action plan, with the view to be completed in early net financial year</p> <p>A number of externally facilitated focus groups supported by the Equality team took place in April and May 2015 and the report was taken to DRG and CMT in June / July 2015. The report was also communicated to staff members via internal communication channels and was published on Intranet. As part of the feedback from the focus groups, the Equality team established four Staff Equality networks (Cultural Diversity, Gender, Disability and LGBT+) in November 2015. The Chairs of the networks represent them at DRG</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Review and refresh systems for effective and efficient equality analysis	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Outcomes assessment based on revised equality analysis system by June 2015	Completed	Department Equality Leads / Head of Equality	<p>An outcomes assessment was taken to CMT in June 2015</p> <p>A report on Brent's Equality Analysis process was taken to the Equalities Committee in October 2015</p> <p>Consideration of equality implications is integrated in the council's decision-making process, with full Equality Analyses supporting the decisions with identified equalities impact. The Departmental Equalities Groups are monitoring their Department's Equality Analyses at their quarterly meetings</p> <p>All budget proposals are screened for relevance and are informed by consultation with stakeholders and full Equality Analyses, where required</p> <p>The 2017-18 and 2018-19 budget saving proposals announced in December 2015 and agreed by Cabinet and Full Council in February 2016 were subject to equalities screening and consultation. The final proposals were informed by the consultation findings and full Equality Analyse, where required</p>
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Monitor progress towards our equality objectives and report on them at regular intervals	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Updates provided from Department Equality Leads at DRG meetings on a quarterly basis	Ongoing	Department Equality Leads	<p>Department Equality Leads update DRG on the work of their groups on a quarterly basis</p> <p>From January 2016 the Chairs of the newly established staff equality networks are invited to DRG meetings and update the group on the work of their networks</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Demonstrate that actions have been taken and improvements in equality outcomes have been delivered as a result of effective equality analysis	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Annual reports to DRG, CMT and Executive, on the cumulative equality impact of all decisions and changes, starting June 2015	Completed	Department Equality Leads / Head of Equality	<p>The Cumulative Equality Impact annual report was taken to DRG, CMT and Executive in June 2015</p> <p>The final 2017-18 and 2018-19 budget proposals that went to Cabinet and Full Council in February 2016 were informed by a Cumulative Equality Impact analysis</p>
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Ensure that procured and commissioned services support work towards the council's equality objectives	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Revised equality requirements incorporated into all procurement processes from April 2015	Completed	Operational Director, Strategic Commissioning	<p>A comprehensive and robust Equality and Procurement Guidance was produced and communicated to staff in July 2015, and is available on the Intranet</p> <p>The Procurement and Equality teams advise on relevant Social Value and E&D requirements (e.g. LLW, E&D monitoring, etc) that need to be incorporated in service / contract specifications of contracts with significant equality relevance</p> <p>The tender and selection process for contracts above 100k incorporates a section on Social Value and E&D requirements where potential contractors / providers are asked to demonstrate how their proposals will add value and will contribute to the council's equality objectives</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Ensure that equality considerations are embedded into all business processes, such as financial and business planning	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Equality screening is integrated into business planning and budget setting templates from April 2015, with a review of effectiveness by January 2016	Completed	Director of Finance / Head of Policy and Scrutiny / Head of Equality	<p>Consideration of equality implications is integrated in the council's decision-making process and templates, with full Equality Analyses supporting the decisions with identified significant equalities impact</p> <p>All budget proposals are screened for relevance and are informed by consultation with stakeholders and full Equality Analyses, where required</p> <p>The 2017-18 and 2018-19 budget saving proposals announced in December 2015 and agreed by Cabinet and Full Council in February 2016 were subject to equalities screening and consultation. The final proposals were informed by the consultation findings and full Equality Analyse, where required</p>
Equality Strategy action plan 2015-16	EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Build on and strengthen community cohesion through work with partners to determine the relationship between diversity, equality and community cohesion in service provision	<p>Borough and corporate plan outcomes achieved</p> <p>Reduced inequalities in quality of life outcomes for different communities</p> <p>More accessible services which are appropriate to the diverse and changing needs of our residents</p> <p>Improved accessibility to public spaces and transport</p> <p>A lower incidence of hate crime and violence against women</p> <p>Impact of welfare reform and cuts on vulnerable people lessened</p> <p>Effective equality and diversity practice integrated into all business processes</p>	Agreed new approach to community engagement and new community cohesion structures rolled out through the year	Completed	Operational Director, Strategic Commissioning	The Brent Stronger Communities strategy was agreed by the Cabinet in November 2015. The strategy is an integrated approach to working with our partners, communities and residents to make Brent stronger, more resilient and cohesive. The strategy focuses on tackling the risks to our community posed by hate crime; extremism and radicalisation; domestic abuse and harmful practices; child sexual exploitation and gang-related crime
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Review and strengthen monitoring systems related to our employment profile and its change	All council employees receive equal pay for work of equal value	Annual workforce equality report 2014-15 prepared by July 2015	Completed	HR Director / Head of Equality	Annual Workforce Equalities Report agreed by DRG and CMT and published in September 2015

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Develop and deliver mentoring programme to support the career and personal development of council staff from groups under-represented at senior management levels and to broaden managers' understanding of staff experiences and barriers to career progression for some equality groups	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	<p>Focus groups with staff to develop programme by April 2015</p> <p>Programme proposal presented to DRG in May 2015</p> <p>Programme launched in September 2015</p>	Completed	Head of Equality	<p>A number of externally facilitated focus groups supported by the Equality team took place from April 2015. The report was communicated with DRG, CMT and staff members via internal communication channels and was published on Intranet</p> <p>As a result of the feedback from the focus groups a number of initiatives and programmes were developed such as a Leadership Development programme for staff at PO1 to PO8 grades; Staff Equality Networks; Local Graduate Scheme, Mentoring and Coaching opportunities for staff</p> <p>MyMentor programme for staff seeking external mentoring and coaching opportunities was agreed by HRIG, CMT and Trade Unions, and was launched in May 2015</p> <p>An in-house Collaborative Mentoring programme was agreed by CMT in December 2015 and launched in January 2016. It comprises initiatives such as staff question time, shadowing days, reverse mentoring circles, live web chats with senior managers, and 360 Degree appraisals for senior managers</p> <p>This in-house programme aims to promote and facilitate regular dialogue between senior managers and staff as a means of empowering junior staff members, fostering good cross-organisational working relationships and improving the sense of belonging to One Council</p>
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Provide an equality, diversity and human rights training programme tailored to the requirements of staff in different roles, such as customer-facing staff	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	Recruitment and selection e-learning module with unconscious bias content is rolled out for all managers and elected members undertaking recruitment and selection from April 2015	Completed	HR Director / Head of Equality	<p>New Unconscious Bias (UB) e-module for staff and managers was launched in June 2015 and is part of the Corporate Induction checklist</p> <p>The Recruitment and Selection e-module was also updated and now incorporates UB elements. This module is mandatory for all hiring managers and they are required to undertake it prior to sitting on interview panels</p> <p>Members' training on UB took place in April 2015 and is now embedded into Members' annual training programme</p> <p>Brent Council has become the first London Borough to achieve the 'gold standard' Charter Plus Award for Elected Member Development</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Maintain oversight of the equalities implications of all corporate activities impacting on the workforce	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	Quarterly reports to DRG and CMT on impacts of HR policies and restructurings	Ongoing	HR Director	<p>Relevant policies and activities with equalities implications are taken to DRG and CMT on a quarterly basis (e.g. Leadership and Development programme, Collaborative Mentoring programme, Equal Pay Audit)</p> <p>The corporate activities are also consulted with relevant staff forums such as HR Improvement Group, Departmental Equality Groups, Staff Equality Networks and Trade Unions</p>
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Identify and address outstanding issues of equal pay	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	Recommendations from new Equal Pay Audit implemented from April 2015, with annual evaluation reports to DRG	Completed	Head of Transactional Services	<p>The 2015-16 Equal Pay Audit will be carried out in April 2016 and considered by DRG and CMT in May 2016</p> <p>The audit will particularly focus on gender, disability and race</p>

Document	EO	Objective	Key Activities	Success criteria	Progress Milestones	Progress to date	Owner	Actions Taken
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Review and refresh HR policies and processes from an equalities perspective	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	<p>Refreshed HR policies reviewed from an equalities perspective and operating from April 2015, with regular reports to DRG</p> <p>Produce guidance on reasonable adjustments to assist managers to support disabled staff by July 2015</p>	Completed	HR Director	<p>All relevant HR policies have been reviewed and were subject to equality analyses. Any changes identified have been consulted with CMT, HRIG and TUs and subsequently implemented. Relevant policies and activities are also consulted with DRG and DMTs (e.g. Reasonable Adjustments, Leadership and Development, Collaborative Mentoring)</p> <p>Guidance on reasonable adjustments was developed and published on the intranet in June 2015. In September the Equality Team piloted a Workplace Adjustments survey within HR and Finance in September 2015 to monitor impact of the new process. The Staff Disability Network will review the impact from the impact from the guidance to ensure it is implemented effectively and consistently</p>
Equality Strategy action plan 2015-16	EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Deliver an annual programme of equality events to staff and key external partners	<p>Progress towards a living wage for all who live and work in Brent</p> <p>Equality is integral to all employment processes and practices</p> <p>The council workforce is representative of the local community at all levels</p> <p>Increased proportion of BAME senior managers</p> <p>Our employees feel engaged in the development and work of the council</p> <p>Positive outcomes from staff surveys</p>	<p>Black History Month in October 2015</p> <p>International Day for Disabled People in December 2015</p> <p>LGBT History Month events in February 2016</p> <p>International Women's Day in March 2016</p> <p>Full programme of equality events for 2016/17 to be approved by DRG in March 2016</p>	Ongoing	Head of Equality	<p>As part of the Break Barriers, Open Doors events programme, the Equality Team with active support from Brent Housing Partnership and staff delivered two very successful events in 2015: the Black History Month event on 29 October 2015 and the International Day of People with Disabilities on 3 December 2015</p> <p>Brent worked with Stonewall to deliver a 'London Boroughs and LGBT Inclusion' seminar on 15 December 2015</p> <p>In February and March 2016, with the support of Brent Housing Partnership and staff equality networks, the Equality team delivered two very successful events: the LGBT History Month event (on 23 February) and the International Women's Day event (on 8 March).</p>