

Appendix B

The Brent Single Equality Scheme Action Plan 2007/2008

Key:



Red – In Delay /Not Started



Amber – Started / In Progress



Green – Completed

Summary:

In total there are 71 actions on the plan



Red - 6% (4) actions



Amber - 55% (39) actions



Green - 39% (28) actions

Directorate	Total Actions	Status
Children & Families	16 plus 4 all = 20	Red - 0% (0) actions Amber - 40% (8) actions Green - 60% (12) action
Environment & Culture	3 plus 4 all = 7	Red - 0% (0) actions Amber - 71% (5) action Green - 29% (2) actions
Finance & Corporate Resources	1 plus 4 all = 5	Red - 0% (0) actions Amber – 80% (4) actions Green - 20% (1) action
Housing & Community Care	9 plus 4 all = 13	Red - 0% (0) actions Amber – 54% (7) actions Green - 4% (6) action
HR & Diversity	12 plus 4 all = 16	Red - 25% (4) actions Amber – 56% (9) actions Green - 19% (3) actions
Policy & Regeneration	6 plus 4 all = 10	Red - 0% (0) actions Amber – 60% (6) actions Green - 40% (4) actions

ACTION PLAN FOR SINGLE EQUALITY SCHEME 2007

All

Disability Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Map disability by service area and monitor disabled staff satisfaction levels by services.	<p>Ensure consistency in equal treatment of disabled people.</p> <p>Ensure that development needs of disabled people are taken into consideration.</p>	<p>Vik Kapoor, HR Pro Manager</p> <p>All Managers</p> <p>All Managers</p>	<p>Dec. 2007</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Enhance life chances and opportunities of disabled staff.</p> <p>Increase in the promotion and satisfaction of disabled staff</p>	<p>HR periodic monitoring includes disability.</p> <p>Information gathered around satisfaction through staff survey.</p> <p>The new appraisal form will include questions on reasonable adjustments to prompt managers</p> <p>We ensure the development needs of disabled people are taken into consideration through regular one-to-ones and the use of occupational health assessments where appropriate</p>

Religion and Belief Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Mainstreaming religion and belief equality.	Religion and belief equality impact assessments will be conducted to ensure faith equality considerations are built into policies in development stages.	All managers in all service areas involved in policy, functions or procedure writing.	Ongoing.	Religion and belief will be considered as part of service development plan.	<p>Religion and Belief part of Equality Impact Assessment</p> <p>Religion and Belief included in Function Assessment process</p> <p>Will be included in Service Delivery Plans</p>
Improve engagement with faith communities to include non-theistic faiths and beliefs such as Humanism).	Find ways to regularly consult with faith communities to find their views on effectiveness and appropriateness of our services.	All Managers in all service areas	Ongoing	Involvement of faith communities in equitable service delivery.	<p>Overview & Scrutiny work has included close engagement of faith communities, such as the task group working on improving outcomes for underachieving pupils and improving relationship & sex education of young people.</p> <p>Consultation on the</p>

					<p>Complaints Policy also saw engagement with faith groups.</p> <p>It is suggested that the Multi-faith Forum is expanded to include non-theistic faiths and beliefs to better meet this target.</p>
Age Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Focus on effects local services have on people of different ages.	Equality impact assessment on age.	All managers who deliver services	Ongoing	Address age equality positively.	INRAs now cover all six strands.

Children and Families

Race Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>Improving outcomes for children and young people of Black African and Black Caribbean heritage by reducing the gap. The gap should be no more than 20 percentage points for Black Caribbean pupils and no more than 10 percentage points for Black African pupils.</p>	<p>Monitor overrepresentation of children and young people from certain ethnic communities missing education Implement under achieving communities strategy with key partner agencies Ensure additional educational support is available for children who are looked after or who are in danger of becoming looked after. School Improvement Service to support schools in understanding and addressing equalities issues</p>	<p>Mark Ainsworth, Acting Head of Connexions Rik Boxer, Assistant Director, Achievement & Inclusion Anne Edwards, LAC Improving Outcomes Manager Naureen Kauser Head of EMTAS</p>	<p>Begun Jan 2007 will be updated as appropriate Implementation underway</p>	<p>Ensure access to full time education is available for all children and young people. Accelerate the rate of improvement of under achieving black boys.</p>	<p>For 2006/7 for Key Stage 4, whilst there has been some relative progress, Black African and Black Caribbean pupils continue to perform below Brent averages. The Percentages of Black Caribbean pupils achieving 5A*-Cs increased from 42% in 2006 to 49% in 2007. The percentage of Black African pupils achieving 5A*-C increased from 50% in 2006 to 52% in 2007. The Brent average figure for 2007 is 59%.</p>

	around achievement				
Reduce levels of bullying and harassment in schools	Evaluate impact of anti-bullying policies in schools	Anthony Felsenstein, Behavior & Attendance Consultant	Ongoing	Improve educational outcomes by increasing attendance ensuring equalities issues do not impact on achievement	A number of Anti bullying projects were completed during anti bullying week 19-23 November 2007. All well attended and feed back has been very positive
Ensure service provision is relevant to the needs of the local community by establishing 7 additional Children's Centres as part of phase 2 of the programme in 30% of the most deprived neighbourhoods.	Develop partnerships with schools, voluntary sector and PCT in order to establish 7 children's centres which would deliver the full core offer to their local community.	Lesley Fox-Lee, Head of Early Years	March 2008	Holistic support is provided to families of young children. Support includes: early education; child & family health; family support and parental outreach & support to parents to return to training and employment	All 7 Phase 2 Children's Centres have now been designated by DCSF.
Disability Target 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Improve access to mainstream leisure and play facilities for children with disabilities by 10 percent.	Children with disabilities accessing mainstream leisure and play facilities	George Riley Head of Integrated Services	May 2007	Integration of disabled children with able bodied children.	Additional funding has been made available through Extended Schools for specialist play equipment for children with

					<p>disabilities who attend playschemes.</p> <p>Youth Worker for disabled young people(Youth Service) has been appointed and Sports Development Officer - Disabled Young People is in post</p>
<p>Improve access to mainstream leisure and play facilities for children with disabilities by 10 per cent.</p>	<p>Implementation of play strategy.</p> <p>Build fully accessible adventure playground at Freeman Family Centre</p> <p>Specialist worker now employed by youth service.</p>	<p>Douglas Lee, Head of Out of School Support</p> <p>Janet Palmer Assistant Director Family Support</p>	<p>June 08</p>	<p>Integration of disabled children with able-bodied children.</p>	<p>Fully accessible playground at Freeman Family centre has opened. Permanent appointment made for specialist workers for children with disability within the Youth Service.</p> <p>Tender documents are now available (Feb 08)</p>
<p>Improve educational support for children with disabilities</p>	<p>Implement underachieving communities strategy with key partner agencies</p>	<p>Rik Boxer, Assistant Director, Achievement & Inclusion</p>	<p>Quarterly reporting</p> <p>Ongoing</p>	<p>Accelerate the rate of improvement of under achieving children with disabilities</p>	<p>The LAC Education team is working to develop a Personal Education Plan that is appropriate for CWD.</p>

	<p>Ensure additional educational support is available for children who are looked after or who are in danger of becoming looked after.</p> <p>Revise policy on special educational needs and carry out an INRA</p>	<p>Anne Edwards LAC Improving Outcomes Manager Social Care</p> <p>Rik Boxer, Assistant Director, Achievement & Inclusion</p>	<p>March 2007</p>		<p>Those CWD who are LAC are eligible to be nominated for Celebration of Achievement awards. Efforts are also made to co-ordinate the annual education review with the LAC review.</p>
<p>Improve accessibility to service and support for children with disabilities</p>	<p>Develop and implement proposals for an integrated multi agency service for children with disabilities</p>	<p>Janet Palmer, Assistant Director Family Support</p>	<p>September 07</p>	<p>Provide appropriate support for children with disabilities</p>	<p>Integrated Services team in place with new Head of Service – Marion Rodin. Early years team is now operational</p>
	<p>Pilots of locality based integrated services model for children with additional needs will be extended and fully implemented through new service</p> <p>New Service Level Agreement to ensure service targeted</p>	<p>Rik Boxer, Assistant Director, Achievement & Inclusion</p>	<p>April 07</p>		<p>Planning underway to increase short break provision -New Govt initiative (Aiming High)</p>

	<p>appropriately CAMHS service for children with disabilities established</p> <p>Increase respite services for children with disabilities</p>				
Gender Target 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>Improve access to parenting support for all parents</p>	<p>Put in place culturally & gender sensitive parent support models and ensure accessibility for working mothers/fathers, single parents/carers, faith communities, teenage parents and parents/carers of children with disabilities.</p>	<p>Susan Mackenzie Head of Children's Partnership</p>	<p>March 2008</p>	<p>Improved parenting skills and confidence and early support for vulnerable communities.</p>	<p>In 07/08, 328 parents assessed evidence-based parenting programme, offered by a range of providers in a variety of settings at different times to ensure maximum accessibility. In addition 23 practitioners were training in the culturally 'Strengthening Communities' We offered match funding</p>

					to 3 special schools to provide family work and are working in partnership with 13 community/school based parents groups to build capacity in offering locality based support.
Ensure support is provided for all school leavers	<p>Monitor the percentage of young people not in education, employment or training (NEET) to ensure it is not disproportionately high in relation to race, gender and disability</p> <p>Implement NEET strategy</p> <p>Work with Employers to improve access to work experience and employment opportunities for targeted communities</p>	<p>Angela Chiswell Head of Connexions & Out of School Learning Achievement & Inclusion</p> <p>Anne Edwards LAC Improving Outcomes Manager Children & Families</p> <p>George Riley Integrated Services Manager, Children & Families</p>	Ongoing	Reduce the number of 16-19 year olds not in education, employment or training	<p>Brent Connexions monitor the activity (EET & NEET) of young people who have completed compulsory education by age, gender and ethnicity. Connexions also monitor rates of participation in EET for teenage mothers, care leavers 16-19 year olds with LDD and young people supervised by the YOS.</p> <p>Brent has in place a NEET Strategy Group with representation from the LSC 14-19,</p>

					<p>Connexions, the West London Partnership Support with practitioners and Policy and Regeneration. A NEET Operations group reviews provision consider progress towards the achievement of NEET targets and makes recommendations to the Strategic Group. A Teenager's to Work scheme is run every October half term (the 7th annual programme was run in October this year). This enables young people in care who are aged 16+ to spend a week working in a council department.</p>
<p>Improve sexual health awareness in teenage girls.</p>	<p>Implement the teen and toddlers programme</p>	<p>Christine Chapman Young People's Sexual Health Advice & Support Manager Strategy &</p>	<p>March 2008</p>	<p>Reduce teenage conception rates in afro Caribbean girls. Overall rates dropped to 41</p>	<p>Transition Nurse has joined the integrated Children with Disabilities Transition team Teens and Toddlers</p>

		Partnerships			<p>completed its third programme in February, engaging approximately 100 young people. Further programmes have been commissioned</p> <p>Drop-in sessions now available at Monks Park, Capital City and Kingsbury High. Improve information and advice on sexual health, this is in addition to work commissioned by PCT and work of GUM and Family Planning Clinics.</p> <p>Brent is no longer an accelerated authority for support on TP (DCSF March 2008)</p>
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					<p>to March 2008. All Connexions PAs are referring eligible young people 54 had taken part by 31 12 2007. Utilising additional funding via GOL, an additional Connexions PA (Improving Outcomes for young people from Black and Minority Ethnic Communities) is now working specifically to support young people from Caribbean or Somali heritage groups who are NEET or at risk of becoming NEET. This funding runs until 31 March 2008. 2. Brent Connexions has a programme of regular employer contacts. There is a Personal Adviser (Recruitment) in post and PAs deployed with the IAG contractor have</p>
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					<p>individual targets for employer work. A job search week was held in May. Regular vacancy bulletins are sent to all PAs and vacancies are loaded onto the Pan London LOIS website www.lois.uk.net</p> <p>The total number of permanent exclusions from Brent schools fell by 5% in 2006-07. Permanent exclusions from Brent Secondary schools fell by 13%</p>
Ensure young people are consulted about services and activities in the Borough	Set up, develop and support a Youth Parliament	Sarah Mansuralli Head of Strategy & Commissioning Strategy & Partnerships	Summer 2007	Children and young people are engaged and involved in local service provision and events.	Brent Youth Parliament was established March 2007 with an inaugural session held at the House of Commons. The parliament has a representative member of 10-19 year olds in Brent who have been

					<p>democratically elected to represent their schools, youth clubs or localities of residence. The parliament meets monthly and has established three task groups to explore:</p> <p>Youth Crime, Health and Well Being, Sports and Leisure</p> <p>Each of the task groups have made progress with their area of investigation</p>
Sexual Orientation Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Encourage the stability of looked after children with three or more placements during a financial year.		<p>Jan Fishwick, Service Unit Manager, Family Placements</p> <p>Janet Palmer, Assistant Director, Social Care</p>	March 2008	Increase placement options for children looked after	We have established three new teams to increase the variety of family placements for LAC and are improving the quality of foster parents and the number who are resident in Brent.

					The choice of placements has increased and we welcome applications from Lesbian/Gay prospective foster parents.
Increase the use of adoption and special guardianship as option for looked after children by 10 per cent.	Ensure equal access to opportunities for adoption for lesbians and gays	Jan Fishwick, Service Unit Manager, Family Placements	March 2008	More children placed with families.	We have reached our targets for Adoption and Special Guardianship Orders.
Educate Children and Families staff, students and the community around issues of homophobic bullying in schools	Hold conference about homophobic bullying in schools including children and Families staff, students and community groups to challenge assumptions to bring about change.	Amanda Lee-Ajala - Principal Diversity Officer/ John Christie – Director of Children and Families/ Anthony Felsenstein – Secondary Behavior and Attendance Consultant	March 2008	Staff and students will be will be more confident when challenging/dealing with homophobic bullying incidences	A conference on tackling homophobic bullying was held in November 2007. Primary/Secondary schools, LA officers and community groups were represented. Schools are now being supported to tackle homophobic bullying, using the DCSF guidance 'Safe to Learn'.

Environment and Culture

Race Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Mainstream Libraries Black History activities to ensure activities run throughout the year.	<p>Develop a new annual programme of activities targeted at BME groups.</p> <p>Develop and launch new programme of activities and launch at Respect Festival.</p>	Susan McKenzie Head of Library Libraries, Arts & Heritage	July 2007	Increase use of Libraries by BME communities.	<p>Year round programme of Black History events now launched and established.</p> <p>Completed</p>
Religion and Belief Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
To improve facilities at Carpenters Park Cemetery for Muslim burials as part of expansion of cemetery.	Implement improvements as outlined in cemetery service review report.	Bob Langford Director of Cemeteries/Mortuary Environment & Culture	March 2008	Increased Muslim section and infrastructure allowing burials to continue in the long term.	<p>In progress.</p> <p>Ongoing consultation with community has resulted in further work that will be progresses during 2008</p>
Review Festivals Programme to ensure it meets the	Develop a Festivals Strategy	Sue McKenzie, Head of LAH	March 2008	Annual attendance across festival increase to over 60	Draft strategy now to be produced by March 08 due to

needs of Brent's community.				000. Conduct a local key stakeholder. Consultation by end February 2008 Festivals strategy document to be agreed at April 2008	departure of Alex Sydney In progress slight delay to reach Exec approval
Sexual Orientation Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
To review civil partnership policy and service to ensure high satisfaction. Environment and Culture	Conduct survey amongst previous users to determine satisfaction and any improvement areas. Amend policy accordingly.	Mandy Brammer/ Mavis Fuller Registrars	March 2008	Our civil partnership policy will be amended, where possible, to reflect service users needs. Maintain satisfaction levels of 95% for notices given and ceremonies attended	Review completed. Some actions arising are still to be implemented including further staff training.

Finance and Corporate Resources

Age Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>To increase take up of Housing Benefits / Council Tax Benefit for pensioners.</p> <p>Finance and Resources</p>	<p>Targeted take up campaigns in partnership with pensions service.</p>	<p>David Oates Head of Benefits</p>	<p>September 2007</p>	<p>Increase access to service for pensioners.</p>	<p>Increased caseload, have taken on Officer with Chief Executive funding.</p> <p>Take up officer started in Sept. 2007 for an initial 3 months. Take up activities to date representing 28 new claims. It's your money campaign will run from Jan. 2008 in Brent Magazine and local press. Joint work with pension service commenced in Jan targeting 1631 pensioners who may not be claiming and are entitled to benefits.</p> <p>Further work now being undertaken to target customers in Council tax arrears</p>

					but nor receiving tax benefit..
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Housing and Community Care

Race Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>To reduce the number of homeless applications particularly amongst members of the Somalian Community, address over-representation in respect of demand for Council Housing whilst overall reducing the number of Black African & Caribbean Families facing possession proceedings.</p>	<p>Promote awareness on available alternative options for housing through, Advice Surgeries, Open Days & Working with relevant Organisations across the Private & Voluntary Sector</p>	<p>Perry Singh & John Coaker</p>	<p>Advice surgeries to commence in May 2008</p>	<p>Achieve reduction in request for Council Housing & achieve 5% reduction across Black African & Caribbean Families facing possession proceedings.</p>	<p>'Pilot advice surgery launched in March 08 at Cricklewood Homeless Concern. Open Day planned for Sept 08 along with a rollout of targeted Advice surgeries based on evaluation of the pilot mentioned earlier.</p>
Disability Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status

<p>Achieve an increased representation of disabled people within the council workforce to 4.5%.</p> <p>Housing and Community Care/HR</p>	<p>Help residents with multiple barriers to apply for jobs with the council and public sector. Address under representation by disabled people in identified service areas.</p>	<p>Sarah Newman Life chances & employment strategy Coordinator All Directorates – Strategic Human Resource Managers</p>	<p>Cross cutting target. StrategicHR/OD/Corporate Diversity and DSF are working to produce toolkit for managing disability in work place.</p>	<p>Increased Disabled Staff in the council to 4.5%.</p>	<p>Brent into Work responsible for using employment programmes to target residents with multiple disabilities in seeking employment. All aspect of reasonable adjustments will be handle through the people centre and respective line managers.</p>
<p>Identify ways of increasing access for disabled people in various service areas of Private Housing Information Unit, e.g. Letting, TPT and Housing advice provision</p>	<p>Increase take up of services by disabled persons by 2%</p>	<p>Private Housing Information Unit Managers Imelda Armstrong and John Egboche</p>	<p>March 2008</p>	<p>Target met</p>	<p>Prevention Agenda has started, review should be completed by March 2008</p>
<p>Meeting the needs of disabled tenants in housing</p>	<p>Review how new and existing developments meet the needs</p>	<p>Manjul Shah Head of Affordable Housing Development</p>	<p>March 2010.</p>	<p>Meet the 7% requirement of affordable housing over 3</p>	<p>Review of new and existing high density living schemes considered</p>

developments by 7 percent.	of disabled (physical) tenants			years period.	wheelchair access. PFI project aim to deliver 50 fully wheelchair adapted homes
Ensure that services for users with mental health needs are developed to meet their housing and support needs.	Develop a Mental Health Housing Strategy	Joint Commissioner for Mental Health Housing Group in partnership with Special Projects team Helen Duckworth & Tony Hisch	April 2008	Clear priorities established in line with service user needs and wishes	Event Planned for Feb. 2008 project Completed on schedule.
Promote the social model of disability within the Housing and Community Care Services.	Ensure that staff are aware of the social model of disability by providing adequate information and training	Heads of Housing and Community Care Services	March 2009 & 2011	Housing and Community Care Services' publications and service delivery will acknowledge this model.	This target has been rolled forward and work on this has continued through ASC Transformation Programme.
Meeting the housing support needs of learning disabled people	Carry out a strategic review of Learning Disability and housing support	Special Projects team, Learning Disability Service Unit Manager and	June 2007 New contracts start Sep 2008 onwards	Learning Disability housing support Services meet the needs of clients	Has advertised for new providers Tendering completed and

	services and start tendering process for reconfigured services	Joint Commissioner		measured by satisfaction surveys	project on schedule.
Gender Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Private Housing Information Unit – main streaming access to advise for all genders	Collect gender information and conduct impact assessment on gender access for services within Private Housing Information Unit	All managers in Private Housing Information Unit Joe Coaker, John Egboche & Sue Waller	March 2008	Analyse Information and feed into next years action plan	Prevention agenda through one stop approach to homelessness through self referral surgeries are being undertaken.
Religion and Belief Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Ensure that Housing and Community Services is responsive to the religious diversity of the community Housing and Community Care	Investigate the feasibility of making the departmental library service more accessible to staff working on faith issues.	Head of Policy and Research	March 2008	Staff awareness of faith increased.	The H&CC Library's stock includes information on diverse faiths, both that produced by the Council and from independent publishers. Additionally, staff can request items to add to stock.

					Through annual customer satisfaction survey. Help is also available for training in basic research techniques and familiarition with range of standard sources both printed and online that will help staff find information for themselves.
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Human Resources and Diversity

Race Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>Increase the number of Black and Ethnic Minority top earners in the council</p>	<ul style="list-style-type: none"> • Devise a diversity in employment strategy • Monitor BME recruitment • Undertake research into barriers for BME staff at senior levels • Consider positive actions schemes • Benchmark data and review targets 	<p>Simon Britton, Head of People Centre Jennifer Crook, Head of Diversity</p> <p>Tracey Connage, Deputy Director of HR and Diversity/Jennifer Crook, Head of diversity</p>	<p>July 2008</p> <p>August 2007</p> <p>September 2007</p> <p>March 2008</p>	<p>20% of top earners are BME</p>	<p>Equality, diversity, employment and community cohesion strategy is currently being developed and will be incorporated into the diversity strategy by July 2008.</p> <p>Report produced by Sara Quashi based on research into barriers encountered by BME staff at Senior levels</p> <p>‘ Get Ahead ‘ Positive action scheme now in</p>

					place BASF new work plan includes details for progress. HR & Diversity are developing a BME programme which will go to leadership groups for discussion
Disability Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Increase the number of disabled top earners in the council	<ul style="list-style-type: none"> • Monitor recruitment levels at a senior level • Develop training for key recruiters on Disability and adjustment 	<p>Simon Britton, Head of People Centre</p> <p>Rosemarie Clarke, Head of Learning and Development</p>	<p>August 2007</p> <p>September 2007</p>	5% of top earners have a disability	<p>BME recruitment monitored by PC</p> <p>Recruitment and Retention Strategy being developed</p>
Increase the number of disabled staff in employment with Brent Council	<ul style="list-style-type: none"> • Monitor application and recruitment levels for disabled applicants • Develop training for key 	<p>Simon Britton, Head of People Centre</p> <p>Rosemarie Clarke, Head of Learning and Development</p>	<p>August 2007</p> <p>September 2007</p>	4.5% staff have a disability	Brent into Work activity working to achieve increased employment through specialist advertising

	recruiters on Disability and adjustment				2 tick assessment achieved
Achieve an increased representation of disabled people within the council workforce to 4.5%.	Help residents with multiple barriers to apply for jobs with the council and public sector. Address under representation by disabled people in identified service areas.	Sarah Newman Life chances & employment strategy Coordinator All Directorates – Strategic Human Resource Managers	Ongoing	Increased Disabled Staff in the council to 4.5%.	Tool kit developed for recruiting people with disabilities increased from 3.92 in 2006 to 4.09 in 2007 Staff previously from Carlyon Print supported through Brent Into Work. Level of success to be quantified.
Develop specialist expertise on how specific disabilities impact on job roles with a view to improve working conditions and	Develop a strategic framework across disability, health and safety and risk management issues. Raise awareness and	Strategic HR Managers Thomas Kennedy Health & Safety Advisor Health, Safety & Licensing All Directorates	December 2007	Increase in satisfaction of disabled employees In staff surveys	Evacuation plan has been developed for disabled staff. Workshops planned with disabled staff following staff survey.

standards for disabled employees. HR	provide information on the needs and requirements of disabled staff.				Disabled staff forum established.
Gender Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Increase the number of women top earners in the council	<ul style="list-style-type: none"> Monitoring of recruitment at senior levels Produce recruitment packs that contain more positive information for women Enhance flexible working available to senior staff 	<p>Simon Britton, Head of People Centre</p> <p>Claire Gore, Strategic HR Manager – Corporate Resources</p>	<p>August 2007</p> <p>Sept 2007</p> <p>September 2007</p>	<p>44% of top earners in Brent are Women</p>	<p>Monitoring of recruitment at senior levels reported on monthly</p> <p>Recruitment review currently being undertaken focussing on key areas such as flexible working. Implementation to take place shortly.</p> <p>Flexible working policy been reviewed. To go to CMT in June. Extends flexible working options and makes them</p>

					available to staff of all grades. Benefits such as flexible working and childcare vouchers used in job advert text.
Increase the number of male staff in employment where there is under representation in units of Brent Council	<ul style="list-style-type: none"> • Devise a diversity in employment strategy • 	Simon Britton, Head of People Centre Diversity & SHRMs	Sept 2007		An Equality, diversity employment and community cohesion strategy is currently being developed and will be incorporated into the diversity strategy by July 2008.
Formalise the council's commitment to equal pay by publishing an Equal Pay Policy. Monitor specific pay practices	Draft and agree an Equal Pay Policy with the Corporate Management Team. Examine the application of allowance	Val Jones, Director HR & Diversity Val Jones, Director HR & Diversity	September 2007 September 2007 December	Motivated and satisfied staff. Consistency in rewards for employees Equality and consistency in reward system	Single Status proposals currently with Trade Unions. Each SHRM is managing the removal of allowances that

<p>relating to additional pay elements. Examine pay gaps identified in the Equal Pay Review; establish causes and appropriate remedial action where relevant.</p>	<p>payments and undertake appropriate follow-up action. Examine the distribution of allowances, especially scarcity, performance and attendance, and conditioned overtime allowances.</p>		2007		may still exist.
Religion and Belief Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>To have a workforce that represents the faith (non faith) diversity of the local community.</p>	<p>Begin to report on the workforce profile with respect to faith within the annual Workforce and Equalities Monitoring Report.</p>	<p>Manjula Shah Principal Diversity Officer, Human Resources and Diversity.</p>	<p>Report back in the 2006 Annual Workforce and Equalities Monitoring Report.</p>	<p>Information gained will enable us to improve our services to faith community.</p>	<p>Included faith in 2006 report and developed monitoring guidance</p>

<p>Ensure religion and belief equality considerations are embedded into the recruitment and selection process.</p>	<p>Terms and Conditions of employment will be updated to include procedures for granting leave for religious observance.</p> <p>As part of the selection process short listed candidates will be asked about their religious needs prior to interviews.</p> <p>The induction process to be reviewed to include faith equality.</p> <p>Ensure that staff with no faith are treated the</p>	<p>Rowena Degouttes, HR Strategy & Programmes Officer</p> <p>All Managers who recruit</p> <p>Paulette Lindsay Learning & Development Officer Human Resources and Diversity.</p>	<p>March 2008</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Equity and consistency in treatment of all staff</p>	<p>Currently HR and Diversity are carrying out a recruitment and Selection review to be completed by March 2008.</p>
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	same way as staff with faith				
To develop a programme working with all west London boroughs to support the capacity building of the Muslim community in West London	A training and information programme developed that will enable Brent Muslim groups to be better equipped to deal with community problems and to provide a stronger lead on tackling extremism	Corporate Diversity Team - Human Resources and Diversity.	2008	Improve intelligence gathering at a local level and provide mechanisms to identify vulnerable communities/groups/individuals and strategies to address those at risk groups	As part of the Tackling Extremism pathfinder a West London Muslim Network has been set up. Brent has also set up a programme for young boys and women.
Age Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Set up a Young Person's group to look at the barriers to young people getting jobs with Brent council	Set up a time limited cross-council working group, chaired by a young member of staff	Elizabeth Bryan Principal Diversity Officer, Human Resources and Diversity	May 2007	Devise a strategy to increase the percentage of young workers in Brent by September 2007	Report completed, findings to be considered and linked to current employment practices if appropriate

Sexual Orientation Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Increase awareness amongst staff in the division of the issues and reasons for monitoring sexuality	Provide guidance for the staff	Heads of Teams/ Corporate Diversity Team	ongoing	Staff will be more confident when dealing with service users.	Guidance developed through diverse sexualities booklet and will be developing more monitoring guidance
Diversity Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Improve the overall diversity of the Brent workforce	<ul style="list-style-type: none"> Develop a diversity in employment strategy 	Tracey Connage Deputy Director Jennifer Crook Head of Diversity	July 2008	A more diverse workforce at all levels of the organisation	Equality, diversity, employment and community cohesion strategy is currently being developed and will be incorporated into the diversity strategy by July 2008.

Policy and Regeneration

Race Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>Ensure effective collection of and response to racial harassment incidents through partnership working</p> <p>Policy and Regeneration</p>	<p>Ensure system set up is working.</p> <p>Monitor effectiveness of system</p>	<p>Corporate Policy Manager</p>	<p>Dec 2007</p>	<p>Ensure safety and well being of residents demonstrating a reduction in harassment cases</p>	<p>The new system is working effectively. As per the new Data Quality Strategy, this information will be audited once per year to ensure its accuracy. Data being monitored by Graffiti, BHP, and Community Safety Teams.</p>
Disability Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
<p>Ensure that 300 residents are engaged with the Incapacity benefit provision of Brent in2 Work</p> <p>Further 300 residents to be engaged</p>	<p>Ensure those with disability receiving incapacity benefit are monitored as part of Brent in2 Work's client tracking process.</p>	<p>Illa Pattni Head of Employment Policy & Regeneration Unit</p>	<p>March 2008</p>	<p>Efficient referrals of claimants to suitable employment prospects.</p>	<p>End of fourth quarter: Brent in2work have provided numbers of residents "supported", rather than "engaged". Waiting to have corrected. Was 294 at end of Q3.</p>

Policy and Regeneration					
Gender Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Ensure gender is tracked as part of Brent in2 Work's client registration process with targets. Ensure 50% of jobs are gained by women	Gender targets included in Brent in2 Work's provider grant agreements Ensure gender is monitored as part of Brent in2 Work's client tracking process	Illa Pattni Head of Employment Policy & Regeneration Unit	Monthly monitoring	Action plans agreed with providers to ensure 50% target is maintained	End of fourth quarter: 39% (89 females) – however, this is exactly the same figure as reported last quarter, so is Brent in2work have been asked to double-check. For this financial year, 38% of jobs have been gained by women
Monitor take up of service for Domestic Violence Advocacy Project.	Monitor take up by gender to establish a baseline	Michelle Clarke Senior Community Safety Officer	Dec. 2007	Analyse information and feed into next years action plan	Achieved, though behind schedule. Computer system installed, but only new cases from the beginning of the financial year are being entered on this. Analysis of previous cases (in hard copy files) has provided a baseline of 95% female

					takeup.
Sexual Orientation Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Ensure the police are able to record victim and crime data on homophobic incidents/hate crime	Work with partners to produce a publicity leaflet and with partners to explore issues	Duncan Matthews Community Safety Officer Policy & Regeneration Unit	Dec 2007	The partnership will better understand the needs of this group and be able to improve the service	The Police have produced a leaflet and are circulating it. We continue to work with partners to assist in the promotion and dissemination of the leaflet. It is included in materials featured on the Community Safety Van, which goes out to community events and makes information and materials available to the public.
Age Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Ensure that age is monitored for employment support, job and learning outcome outputs	Ensure age is monitored as part of Brent in2 Work's client tracking process. Analyse the information to see if any age groups	Illa Pattni Head of Employment Policy & Regeneration Unit	Monitored quarterly	Appropriate action plans included in service development plan	Brent in2Work is now monitoring age as part of their client tracking process. Initial analysis shows no under-representation amongst any age

	are underrepresented				groups. 1 - 16-17 38 -18-19 151 -20-24 148 -25-29 418 -30-44 227 -45-59 7 -60-64
Religion and Belief Target for 2007-2010	Activities	Officer Responsible	Deliver by	Outcome	Status
Ensure that religion and belief is monitored for partnership events as appropriate. Ensure that faith communities are included and devise strategy of inclusion for communities underrepresented	Monitor partnership events twice a year	Maureen Flannery Deputy Head/Senior Community Safety Manager, Policy & Regeneration Unit	March 2008	Effective engagement with faith communities	Awaiting Update