

# **Haringey Council Equalities Scheme 2010-2013 and Delivery Plan**

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## Executive Summary

Haringey Council's **Equalities Scheme 2010-2013** ensures that we meet our equalities public sector duties by setting out a structure that will enable us to address known inequalities and disadvantage and, where possible, pre-empt and avoid new inequalities and disadvantage from developing.

We do not deliver equality of opportunity as a separate programme of work within Haringey, and we have intentionally embedded equalities principles in our strategies and delivery plans across and throughout the Council.

Our Equalities Scheme has adopted the Sustainable Community Strategy vision to help us ensure that there is equality of opportunity throughout the borough:

***“A place of diverse communities that people are proud to belong to”***

We have also identified one overarching outcome and three priorities to help us deliver this vision:

### **Equalities Scheme 2010-2013: Outcome and Priorities**

#### **Outcome: Fair treatment and equality of opportunity**

##### **Priorities within this outcome:**

- 1. To promote equality through strategic planning**
- 2. To promote equality through commissioning and procurement**
- 3. To promote equalities in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council**

This document sets out our Equalities Scheme for 2010-2013, covering the six equalities strands currently protected by legislation which will govern our equalities work over the next three years:

- Age
- Disability
- Gender
- Race
- Religion or belief
- Sexual orientation

Like its predecessor, the Scheme is built around the public duties relating to disability, gender and race. In Haringey we have taken this one step further and apply those public duties to all six strands.

Equality of opportunity is closely linked with our work to create a more cohesive borough. A separate document, the Haringey Strategic Partnership's **Community Cohesion Framework 2010**, explains our approach to cohesion work in Haringey. Each directorate within the Council has its own Equalities Forum which monitors equalities work within its services. Progress on developments and achievements within the Scheme will be reviewed annually by the Council's Corporate Equalities Group and reported to the Community Cohesion Forum. A summary of achievements since 2006 is shown in appendix 1 with a full list available separately. The Delivery Plan up to 2013 (in appendix 2) will be updated annually. A list of relevant performance targets in our Local Area Agreement and other equalities performance indicators that we are monitoring are set out in appendix 3.

## 1. Foreword

Britain remains a place where people from different backgrounds generally get on well together. Haringey is one of the most diverse areas in Britain and Haringey's residents are proud of their diversity.

The diversity of the borough presents the Council and local communities with opportunities as well as challenges. We do not see the equality agenda as merely a compliance issue but as a way of trying to address real issues of inequality and disadvantage faced by people across backgrounds.

Our Equalities Annual Report 2008-2009 states:

*"Equality and diversity has always been much more than fulfilling our legal duties in Haringey. It is about democracy, participation and communities working together to improve quality of life for all. We have the legacies of equalities champions such as Bernie Grant, we were at the forefront of campaigns for the rights of Lesbian, Gay, Bisexual and Transgender people in the 1980s and we have led the way in promoting equality for children and young people with disabilities."*

We cannot take either equality or opportunity for granted. We acknowledge that much remains to be done if we are to achieve a level playing field that ensures that everyone who lives or works in, or visits, our borough truly has equal life chances whatever their age, disability, gender, race, religion or belief, or sexual orientation.

We will continue to work to bring this about, and we are confident that we have identified the right outcomes to help us advance further along the path to a more equal and cohesive borough of which we can all be justifiably proud.

**Councillor Bernice Vanier**  
**Cabinet Member for Community Safety and Cohesion**

## 2. Introduction

Haringey is a cosmopolitan borough of great diversity, with an estimated population of 226,200 which includes settled and new communities. It is a place of contrasts, with the relatively affluent neighbourhoods of Muswell Hill, Alexandra Palace and Hornsey in the west and the relatively deprived districts of Tottenham and Wood Green in the east.

The Equalities Scheme ensures that we meet our equalities public sector duties by setting out a structure that will enable us to address known inequalities and disadvantage and, where possible, pre-empt and avoid new inequalities and disadvantage from developing.

Our approach is to 'mainstream' equalities into all of our work, aiming to promote good relations in everything we do by:

- assessing all strategies and policies to make sure their adoption would not unfairly disadvantage one community while benefiting others
- encouraging interaction between different groups
- reviewing services to ensure they are reaching all groups who need them.

The Council is working hard with the communities it serves to ensure greater opportunities, equality and cohesion so that, whether people are living or working in or just visiting the borough, everyone enjoys high quality services and a sense of belonging, to which they can make a positive contribution.

To deliver equalities effectively it is vital that our priorities for equality are established within the core business of the Council and mainstreamed into service planning and performance management. Although the Equality Scheme relates to Haringey Council, this principle is also clearly reflected in the outcomes and priorities of the Haringey Strategic Partnership's Sustainable Community Strategy and the Local Area Agreement (LAA).

Equality of opportunity is inextricably linked with our work to create a more cohesive borough. We have therefore identified one single outcome for **Haringey Council's Equalities Scheme 2010-2013: Fair treatment and equality of opportunity**. This is set out on page 4. We believe that, by achieving the actions related to this single outcome, we have laid a solid foundation to help us achieve not only our Equalities Scheme but also the outcomes of the **HSP's Community Cohesion Framework 2010**. These are set out in the table on the following page.

The HSP's Community Cohesion Framework 2010 is set out in a separate document and explains our approach to cohesion work in Haringey.

## **Community Cohesion Framework 2010: The four outcomes and their priorities**

### **Outcome 1: Fair treatment and equality of opportunity**

- To promote equality through strategic planning
- To promote equality through commissioning and procurement
- To promote equalities in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council

### **Outcome 2: Low levels of crime and concern about crime and confidence in the criminal justice system**

- To work together to prevent and reduce hate crime and harassment

### **Outcome 3: Group interaction**

- To work in partnership to draw on the strength of the voluntary and community sector
- To provide greater opportunity for civic engagement and participation

### **Outcome 4: A sense of common belonging and shared vision**

- To enhance community cohesion
- To engage with local communities and empower them to shape policies, strategies and services that affect their lives

## **3. Vision**

Haringey Council's Equalities Scheme 2010-2013 fully endorses the over-riding vision for the borough set out in the Sustainable Community Strategy 2007-2016:

***“A place of diverse communities that people are proud to belong to”***

This was further reinforced through the signing of the **Community Cohesion Pledge** in 2008, where the HSP and Community Cohesion Forum agreed that a cohesive Haringey is a place where:

- there is equal opportunity to life's chances and a borough-wide commitment to work together to achieve equality and justice
- young people have hope and ambitions and the opportunity to realise them
- there are positive relationships and common values across the diverse communities and people of Haringey
- everyone, regardless of background, belief or circumstances, feels part of the wider Haringey community, is respected and valued, and has the opportunity to contribute to the life of the community
- there is trust and a sense of belonging across all communities
- people are safe from harassment and crime and are free from fear of crime
- the people of Haringey want to live and are proud of the borough's diversity

## 4. Purpose

The purpose of the Equalities Scheme is to ensure that we meet our equalities public sector duties, using our outcomes and priorities for 2010-2013 to help us achieve our vision by:

- ensuring that people who live, work or visit in Haringey can expect equal access to high quality services
- setting out a Delivery Plan up to 2013 involving organisations and individuals across the borough, including those who provide services to residents
- establishing a monitoring and reviewing process for the Equalities Scheme.

## 5. Scope

The Equalities Scheme applies to Haringey Council and is reflected in the way we do business, as part of our procurement and commissioning practices, and in the way we evaluate, develop and change the way we provide services.

The Equalities Scheme covers the six equalities strands currently protected by legislation which will govern equalities work locally over the next three years:

- Age
- Disability
- Gender
- Race
- Religion or belief
- Sexual orientation

We are required to produce an Equalities Public Duty Scheme every three years setting out our arrangements for carrying out defined activities that demonstrate we are promoting equality in respect of disability, gender and race. Public authorities have the option of adopting either:

- a separate equality scheme for each of these three strands
- or
- a single scheme covering all three, providing we demonstrate within the single scheme that we are meeting our duties in respect of each one.

Like its predecessor from 2007-2010, the 2010-2013 Scheme has adopted a single equality scheme. In Haringey we have taken this one step further and apply those public duties to all six strands in a single scheme.

### **Gypsies, Roma and Travellers**

Gypsies, Roma and Travellers (GRT) people have been recognised by the courts as a distinct ethnic group which entitles them to the full protection of the Race Relations Act of 1976 and 2000 just like other ethnic groups. This means that GRT people are entitled not be discriminated against in employment and in service provision. It also means that the duty to promote good relations between people requires that public authorities take steps to promote good relations, positive social interaction and cohesion between Gypsies and Travellers and the rest of society. As a result, this Scheme also applies to the GRT community.

## 6. Local Context

Haringey is a borough of contrasts, with a mix of great prosperity and affluence on one hand, and of deprivation and poverty on the other. The north east, in particular,



contains some of the most economically deprived wards in London whereas wards in the west of the borough are among the more affluent. There are, of course, exceptions to this trend, with pockets of deprivation and wealth across all parts of the borough.

### **Age**

Haringey has a relatively young age profile, with 24% of the population under 20 years of age and 29.5% aged between 30 and 44 years. Just over 9% of the population are over 65. The highest proportion of residents of working age is located in Stroud Green, Crouch End, Harringay and Highgate. Hornsey, Tottenham Green and Noel Park also have high proportions of working age residents.

There are approximately 54,200 children and young people under 20 living in Haringey. Wards with the largest number of people aged under 19 are in Seven Sisters, Northumberland Park, Tottenham Hale and White Hart Lane.

The highest proportion of residents of retirement age is in White Hart Lane, Highgate and Bounds Green. According to [Experience Still Count 2009-2012](#):

- There are more older women than older men
- The percentage of older people from Black and Minority Ethnic (BME) groups is increasing – particularly in the east of the borough
- Over half of people aged 50+ own their homes. This varies greatly from 38% in White Hart Lane ward to 78% in Alexandra ward.

### **Disability**

The Council has adopted the Disability Discrimination Act (DDA) definition of a disabled person as:

*“Anyone who has a physical or mental impairment which has an effect on his or her ability to carry out normal day-to-day activities. This includes people with “limiting long-term illness.”*

Based on the 2001 Census, around 33,590 people (15% of Haringey’s population) have a limiting long-term illness. Over 500 children and young people have a disability and 1,200 have a Special Educational Needs statement, accounting for 2.2% of the school population. An estimated 2,830 of 5-15 year olds have some sort of mental health need.

There are more than 1,700 people who are registered as either blind or with severe sight problems, although it is thought that there are many more people who are not registered and perhaps not aware of the services available. There are at least 156 British Sign Language users who use Council Services.

The table on page 10 shows, by age and service type, the number of people using social care services in the 2008-09 financial year.

<b>Social services for people aged 18-64 years</b>	<b>Number of clients</b>	<b>Number receiving services in community</b>
Physical disability, frailty and sensory impairment	1013	981
Learning disability	565	374

<b>Social services for people aged 18-64 years</b>	<b>Number of clients</b>	<b>Number receiving services in community</b>
Mental health	868	761
Substance misuse	183	183
Other vulnerable people	28	26
<b>Social services for people aged 65 years or older</b>	<b>Number of clients</b>	<b>Number receiving services in community</b>
Physical disability, frailty and sensory impairment	2751	2370
Learning disability	34	16
Mental health	395	211
Substance misuse	8	8
Other vulnerable people	338	323

### **Gender**

Around 50% of the population in Haringey are women and 50% are men. Women tend to face inequalities relating to employment, earnings, and care responsibilities. However, men also face barriers in accessing some services which can lead to a disadvantage in areas such as health, and exclusion from opportunities such as involvement in their children's education and upbringing, for example, in the event of a separation or divorce. In order to promote gender equality it is important to account for the diverse needs of both men and women and deliver services that are appropriate to their circumstances.

We currently do not have any estimations regarding the number of people living in Haringey who would consider themselves as transgender or trans-sexual.

### **Race**

Haringey is one of the most ethnically diverse boroughs in the UK. According to the 2001 Census:

- 45% of the population were of White British origin
- 20% of the population Black British, of which 10% were Afro-Caribbean
- 9% were Black African, and 1% were from 'Black Other' groups
- 16% of the population were from 'White other' groups, including Turkish, Greek Cypriot, Turkish Cypriot, Polish, Romanian and Western European Countries
- 8% are Asian
- 5% describe themselves as being of mixed ethnic origin, second highest of London boroughs after Lambeth.

Between 2001 and 2007, the largest growth was in the Pakistani community (38%), followed by Chinese (30%) and Bangladeshi (22%)<sup>1</sup>. In 2001, 37% of local people were not born in the UK; almost half of these were born in Asia and Africa. St Ann's ward in the east of the borough has the highest population of new arrivals from Eastern Europe.

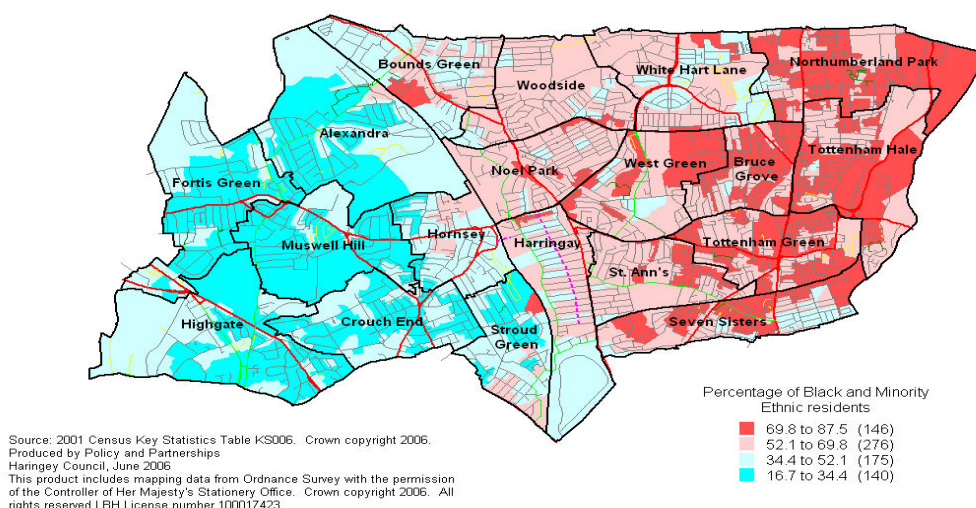
Housing need disproportionately affects BME households. In common with the rest of the country, BME households in Haringey are over-represented (compared to overall numbers in the borough) on the housing register and in temporary accommodation. They are also especially at risk of homelessness, overcrowding and disadvantage. It

<sup>1</sup> Haringey JSNA chapters 4 and 5: Risk factors illness and premature death

has been estimated that 40% of Black African and Asian households are living in unsuitable accommodation. There are some differences between ethnic groups with people of Black African and Black Caribbean origin being twice as likely to become homeless as people of Indian, Pakistani and Bangladeshi backgrounds.

The eastern wards tend to be home to higher numbers of BME groups, newly arrived migrants, refugees and asylum seekers, people from diverse faiths and people who have limiting long-term illnesses. As the east of the borough also contains the most deprived wards, our initiatives to tackle socio-economic deprivation are intrinsically tied into our commitment to reduce inequality on grounds of age, disability, ethnicity, gender, religion or belief, and sexual orientation. There is very little representation of BME groups in the west of the borough which is more affluent. In comparison the white population is more evenly represented across the borough with a higher representation in the west. As the map below shows, there is a higher concentration of people from BME communities in the east of the borough than in the west.

**Black and Minority Ethnic Haringey Residents  
Haringey Output Areas  
2001**



While the attainment of many minority ethnic groups has been improving at all key stages, the gap between Black Caribbean, Black African, Kurdish, Turkish and Other White pupils with their White British peers is still too wide and needs to be a constant focus.

At Key Stage 1, 38% of White UK pupils attain L3+ in reading compared to 12% African Caribbean, 13% African, 2% Turkish, 32% Irish, 29% Nigerian and 25% White Other pupils.

At Key Stage 4, there remain significant differences between ethnic groups in the five+ A\* - C (including English and maths) indicator: 65% of White British pupils, compared to 36% of African pupils, 30% of Caribbean pupils, 27% of Turkish pupils, and 28% of Kurdish pupils.

Also statistics for teenage pregnancies, children excluded from schools, numbers of Looked After Children LAC, and young people Not in Employment, Education or Training (NEETs) show a disproportionately high number of young people from BME groups.

Haringey's Traveller Needs Assessment 2004 estimated that in Haringey there were 2,500 individuals from the GRT communities. The London Borough's Gypsy and Traveller Needs Assessment 2008 (GTANA) estimated that there were 420 GRT families in Haringey, broken down as follows:

- 206 Gypsy families
- 194 Irish Traveller families
- 5 new Travellers
- 5 travelling showperson families

Of these, only ten families are living in authorised sites (all Irish Traveller families), and the rest (410) are living in bricks and mortar accommodation.

The Pupil Level Annual School Census (PLASC) data from January 2010 showed 0.87% of pupils in primary, secondary and special schools were from white Gypsy/Roma/Irish traveller backgrounds. This low figure is thought to be in line with the national problem of under-reporting for this group. The ethnicity is dependent on the ethnicity given to schools by parents or older children.

Haringey attracts a relatively large number of asylum seekers. Haringey has 21.9% of London's 'supported in accommodation' asylum population, and 4% of London's 'subsistence only' asylum population.

### **Religion or belief**

Haringey is a borough of religious diversity, with large Christian, Muslim, Jewish and Hindu communities. Based on the 2001 Census returns:

- just over 50% of Haringey residents are Christian
- 20% said they did not have a religion, higher than the London average of 16%
- 12% said 'Religion not stated' – the highest in the country
- 11% are Muslim
- 3% are Jewish
- just over 2% are Hindu
- just over 1% are Buddhist
- just over 0.5% describe themselves as Other Religions and 0.33% are Sikh.

A large proportion of Haringey's Muslim communities live in the east of the borough, whereas Jewish communities tend to live in the west.

There is not a great deal of local information on the experiences and outcomes for different religious groups. National research has focused mainly on analysis of outcomes for different ethnic groups; few studies have also looked at religion. Increasingly, research is looking at religion as a factor in explaining cultural differences within ethnic groups and also in terms of influencing discrimination, particularly in employment. We will work with Haringey Faith Forum to remedy this.

### **Sexual orientation**

The Office of National Statistics (ONS) does not collect information on the sexual orientation of UK residents at the moment. However, the Greater London Authority (GLA) estimates that between 5% and 10% of the population of London is lesbian, gay or bisexual. The National Census does ask residents whether they are living in a 'same sex' household (of which there were 952 in 2001), but these figures are not a reflection of the lesbian, gay and bisexual population as a whole. During 2008-2009 Haringey's Registrar service conducted 34 Civil Partnership Ceremonies.

Haringey is developing its knowledge base of the equalities issues relating to people on the grounds of their sexual orientation and gender identity. The [Lesbian, Gay Bisexual and Trans-Gender \(LGBT\) Network](#) and local organisation [Wise Thoughts](#) have worked with LGBT residents to identify their concerns and aspirations about their involvement in making decisions that affect them. The result has been an [action plan](#) outlining the Council's work in promoting equalities for LGBT people.

**Residents' views expressed in our [Place Survey 2009](#)** (based on LAA indicators)

**Local area:**

- 70% are very or fairly satisfied with Haringey as a place to live – up 9% from 2006/7
- Fewer people think that litter, vandalism and graffiti, and noisy neighbours are a big local problem compared with 2006-2007

**Decision making:**

- 38% feel well informed about public services
- 41% of people who live in the borough feel they can influence decisions in their local area – the fourth highest in London
- 89% know how and where to register to vote

**Helping out:**

- A fifth of people in Haringey (21%) say they have given unpaid help at least once a month over the past twelve months

**Getting involved:**

- One in six Haringey residents (17.8%) say they have been a member of some form of decision-making body

**Respect and consideration:**

- 76% people from different backgrounds get on well together
- 60% think local services treat all types of people fairly
- 61% say public services usually or always treated them with respect and consideration over the last year

**Community safety:**

- 82% feel safe in their local area during the day
- 42% feel safe in their local area after dark
- 63% say local services work to make the area safer

**Community and voluntary sector**

Haringey is characterised by a large and vibrant community and voluntary sector. There are over 600 community and voluntary organisations on the Council's database, although we believe there are more as not all of them are known to the Council. The majority of the groups are small and are widely spread across ethnic groups. BME groups make up about 48% of all groups followed by faith groups who make up 15%. Their client groups are also varied and evenly spread between children and families, young, women, older people and disabled people. About half of all the groups are involved in advice and welfare work; 45% in education activities; 32% in arts and culture and 28% in health and social care, and many in training. About 36% of the organisations receive funding from the Council and the rest from various other sources including from within their communities.

In recent years, there has been an increase in the number of newer communities, especially from the former eastern block countries, who have settled in Haringey, predominantly in the east of the borough. These communities are struggling to establish infrastructures such as community organisations to serve their people and

through which they can take part in engagement activities with the Council and the wider Haringey community.

At the same time, the Council's ability to expand support to community and voluntary sector organisations has become increasingly limited, especially with regard to assisting with premises. However, through our Community Cohesion Forum we are encouraging groups to work together and share resources.

Further detail about our local context can be found on the Council's website at [Haringey: Our Place](#). Links from this page include our Borough Profile and the programme of needs assessments established as a result of the Joint Strategic Needs Assessment (JSNA)<sup>2</sup>.

## 7. National Context

The Scheme is set in the context of how we will meet our duties under UK equalities legislation and national good practice recommendations, including:

- Equal Pay Act 1970
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995
- Human Rights Act 1998
- Race Relations (Amendment) Act 2000
- Employment Act 2002
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Civil Partnership Act 2004
- Disability Discrimination Act 2005
- Employment Equality (Age) Regulations 2006
- The Equality Act 2006

### General and specific duties

Within the legislation for **race**, **gender** and **disability** issues there are two main components: the general duty and the specific duties. The general duty consists of the main objectives of each piece of legislation, whilst the specific duties are the specific steps that public bodies must take in order to demonstrate that they are meeting those objectives.

Together, the general duties and specific duties are described as "Equalities Public Sector Duties" or "Equality Public Duties" because they apply primarily to public sector bodies or any body that is carrying out a service "of a public nature".

A shared common intention for all race, gender and disability is that equalities are mainstreamed into public services to ensure that everyone is able to benefit equally, regardless of race, gender or disability:

- General duty: Promote equality of opportunity and eliminate unlawful discrimination
- Specific duties:

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<sup>2</sup> For more information on national trends relating to age, disability, gender, ethnicity, and religion or belief visit the Office of National Statistics [www.statistics.gov.uk/census2001](http://www.statistics.gov.uk/census2001)  
More detailed statistics available at Neighbourhood Statistics [www.neighbourhood.statistics.gov.uk](http://www.neighbourhood.statistics.gov.uk)

- o Carry out equality impact assessment (EIA) <sup>3</sup>
- o Monitor and gather information on the effects of policies on these groups and use resulting information to plan for improvements in outcomes for these groups
- o Consult and involve

### Differences between the duties

The differences between the duties reflect the different nature of discrimination faced by different groups, for example:

Disability	
Specific duty	General duty
This is very strongly emphasised, requiring evidence demonstrating how disabled people were involved in the development of the equality scheme and in the framework for assessment impact of policies on disabled people.	<ul style="list-style-type: none"> <li>• To have “due regard” to the need to eliminate harassment of disabled people that is related to their disabilities</li> <li>• To promote positive attitudes towards disabled people</li> <li>• To encourage participation of disabled people in public life and, where appropriate, take account of a person’s disability even where this leads to more favourable treatment of a disabled person.</li> </ul>

### Equality Act 2006

The Equality Act 2006 created three further protected categories: **age**, **religion or belief** and **sexual orientation**. While the Act prohibits unjustified discrimination in employment, vocational training and services on grounds of age, religion, belief or non-belief or sexual orientation, it did not create any public duties in respect of any of these categories.

### Single equality duty

In July 2008 the Government announced plans to introduce a new single equality duty. This will cover seven equality strands: **race**, **disability**, **gender**, **gender identity**, **religion/belief**, **age**, and **sexual orientation**. Haringey Council’s Equalities Scheme does not cover this duty which will not come into force until 2011. We recognise that there may a need to revise the Scheme after the Equality Bill and the single equality duty have come into force.

### Improvement and Development Agency (IDeA) Equality Framework for Local Government

Haringey Council has adopted IDeA’s [Equality Framework for Local Government](#), a self-assessment framework that sets out criteria by which local authorities can assess how well they are performing on equal opportunity. It covers all the six equality strands: age, disability, gender, race, religion or belief, and sexual orientation.

<sup>3</sup> An Equality Impact Assessment (EIA) is a thorough and systematic analysis of a policy, procedure or strategy to estimate the likely equality implications either on implementation or when making changes to an existing policy, function or service. It is a way of ensuring that we give due regard to the effect the actions we take as an organisation could have on customers and staff, in the delivery of services and employment practices.



## 8. Meeting our Equalities Public Duties

In this section, we set out the four outcomes and the priorities within each outcome, with links to relevant priorities in the Sustainable Community Strategy 2007-2016. We have included a list of key tools which we use to help us achieve each of the priorities and meet our public duties. Further details and key actions can be found in the Delivery Plan.

Outcome: Fair treatment and equality of opportunity			
<p>People are much more likely to develop positive relations with other groups and contribute to society more generally when they feel that they and the groups to which they belong are fairly treated. For this reason, social justice and equality of opportunity have a vital role to play in promoting cohesion and integration. This outcome promotes equality:</p> <ul style="list-style-type: none"> <li>• through strategic planning</li> <li>• through commissioning and procurement</li> <li>• in employment</li> </ul>			
Links to the Sustainable Community Strategy	Links to Equalities Framework for Local Government Performance Areas	Priority	Key tools to deliver this priority
<ul style="list-style-type: none"> <li>• Economic vitality and prosperity shared by all</li> <li>• People and customer focused</li> </ul>	<ul style="list-style-type: none"> <li>• Knowing your communities and equality mapping</li> <li>• A modern and diverse workforce</li> <li>• Community engagement and satisfaction</li> <li>• Responsive services and customer care</li> <li>• Place shaping, leadership, partnership and organisational commitment</li> </ul>	1. To promote equality in strategic planning	<ul style="list-style-type: none"> <li>• Equalities impact assessments</li> <li>• Equalities monitoring</li> <li>• Translation and interpreting services, including sign language and easy read</li> <li>• Consultation, participation, partnerships and feedback processes.</li> </ul>
		2. To promote equality through commissioning and procurement	<ul style="list-style-type: none"> <li>• Tender evaluation process</li> <li>• Contract specifications</li> <li>• Contract monitoring</li> </ul>
		3. To promote equalities in employment so that everyone has the equal access to employment in the Council and is fairly treated while working for the Council	<ul style="list-style-type: none"> <li>• Induction and training on equalities</li> <li>• Special arrangements for disabled job applicants</li> <li>• Reasonable adjustments for disabled staff</li> </ul>



## 9. How we developed the Equalities Scheme

The Scheme has been developed following extensive consultation involving local equalities groups representing a wide range of community interests. These included Council staff and organisations representing the six equalities strands. A list is given in appendix 4.

In December 2009, representatives of these groups were invited to attend a half-day seminar to identify key issues for each strand and how they would like to see those issues addressed. Organisations included the Haringey Disability Network, Haringey Race Equality Council, Haringey Women's Forum, Age Concern Haringey, Haringey Forum for Older People and the LGBT network.

In January 2010, a further consultation meeting considered which priorities to take forward, implementation plans, monitoring, evaluation and reporting of progress and outcomes identified in the Scheme. A consultation list can be found at the end of this document.

The Equalities Scheme and Delivery Plan 2010-2013, were agreed at Haringey Council's Chief Executive's Management Board in March 2010. The final draft was approved by the Cabinet Member for Community Cohesion and Involvement.

## 10. Implementation and Monitoring

### Implementation

Implementation of the Equalities Scheme rests with directorates who are responsible for implementing it through their Business Plans.

Supported by Equalities staff and forums, Directors will champion and drive implementation in their respective directorates and monitor performance and results.

### Monitoring and review

The Equalities Scheme Delivery Plan for 2010-2013 will be monitored and reviewed as follows:

- Each directorate within the Council has its own Equalities Forum which monitors equalities work within its services.
- Progress on developments and achievements within the Scheme and Framework will be reviewed annually by the Council's Corporate Equalities Group and the Community Cohesion Forum
- The Delivery Plan will be updated annually.

Detailed roles and responsibilities are described below.

Equalities and cohesion principles are embedded in our mainstream strategies. The Delivery Plan in appendix 2 shows links to existing strategies which will be responsible for managing progress, developments and achievements.

A list of relevant performance targets in our LAA and other equalities performance indicators that we are monitoring are set out in appendix 3.

We will use the Equality Scheme 2010-2013 to promote equality in the six equalities strands and the [Equality Framework criteria](#) to assess and grade our overall performance on equality across the Council.

## Roles and responsibilities

Role	Responsibilities
<b>Council Members</b>	<ul style="list-style-type: none"> <li>▪ Champion and promote equalities and community cohesion</li> </ul>
<b>Chief Executive's Management Board</b>	<ul style="list-style-type: none"> <li>▪ Champions the Equal Opportunities Policy, Equalities Scheme and Community Cohesion Framework</li> <li>▪ Ensure the Council meets the relevant Public Duties</li> <li>▪ Receives annual progress report</li> <li>▪ Agrees annual programme of Equality Impact Assessments</li> </ul>
<b>Corporate Equalities Forum</b>	<ul style="list-style-type: none"> <li>▪ Co-ordinates and monitors Council-wide delivery of the Scheme</li> <li>▪ Reports progress to the Chief Executive's Management Board and Cabinet</li> <li>▪ Reports to the HSP Business Group and equalities stakeholders where appropriate</li> <li>▪ Reviews and challenges EIAs council wide</li> </ul>
<b>Directorate Equalities Forums</b>	<ul style="list-style-type: none"> <li>▪ Lead on equalities in their directorates</li> <li>▪ Drive implementation of the Scheme through annual work programme in their respective directorates</li> <li>▪ Review equalities performance and outcomes</li> <li>▪ Review and challenge Equality Impact Assessments</li> <li>▪ Report to the Corporate Equalities Group</li> </ul>
<b>Equalities Team</b>	<ul style="list-style-type: none"> <li>▪ Supports the Directorate Equalities Forums</li> <li>▪ Supports the Corporate Equalities Group</li> <li>▪ Provides/supports equalities training and induction</li> <li>▪ Supports the work on community cohesion</li> <li>▪ Reviews and updates the Scheme annually</li> </ul>

## Appendices

Appendix 1: Summary of achievements 2006-2010

Appendix 2: Delivery plan 2010-2013

Appendix 3: Performance indicators and targets

Appendix 4: Consultation list

## Appendix 1: Summary of Achievements 2006-2010

### An achieving authority: Equalities Scheme Achievements 2006-2010 aligned with the Equalities Framework for Local Government

The five areas of performance are:

1. [Knowing your communities and equality mapping](#)
2. [Place shaping, leadership, partnership and organisational commitment](#)
3. [Community engagement and satisfaction](#)
4. [Responsive services and customer care](#)
5. [A modern and diverse workforce](#)

The following information demonstrates our overarching achievements to help us meet our Equalities Scheme public sector duties. A detailed listing of public-facing achievements is set out in a separate document.

## 1. Knowing your communities and equality mapping

We use a number of techniques to gather and analyse information to identify equality gaps. For example:

### 1. Knowing

#### Use of data and needs assessments:

##### 1.1 [Borough Profile](#)

The Borough Profile – produced in 2008 – draws upon a wide variety of information and data to build a detailed and comprehensive picture of Haringey. It provides statistical data and analysis on demographics and socio-economic factors within the borough. We have embarked on a rolling programme to ensure that this information is up to date and in 2009-2010 we have updated three of the outcomes of the Profile:

- an environmentally sustainable future
- safer for all and
- people and customer-focused

Specific needs assessments relating to healthy people with a better quality of life are shown below.

##### 1.2 [Joint Strategic Needs Assessments \(JSNA\)](#)

The JSNA will be used to inform service planning and commissioning strategies, by looking at the 'big picture' of the local population, specifically groups whose needs are not being met. A rolling programme of needs assessments has now been agreed to help us address some of the knowledge gaps.

To March 2010, the following needs assessments had been updated:

1. [Update of ward profiles](#)
2. Police ward profiles
3. [Population projections](#)
4. Community safety strategic audit (produced annually)
5. [Adult drug treatment](#)
6. [Older people's needs assessment phase 1](#)
7. [NHS neighbourhood development plans](#)
8. [Third sector mapping](#)
9. [Equalities strands mapping](#)
10. [Children and young people's needs assessment](#)
11. [Business and enterprise data](#)

Needs assessments are currently under way for:

# 1. Knowing your communities and equality mapping

1. Housing
2. Learning disabilities (adults)
3. Adults with autism spectrum disorder
4. Mental health (adults)
5. Annual public health report: focus on migrant health
6. Sexual health
7. Young people's substance misuse treatment service needs
8. Worklessness assessment

During 2010-2011, further needs assessments are being undertaken in relation to:

1. Older people's needs assessment phase 2
2. Local economic assessment
3. Children and Adolescent Mental Health Service (CAMHS) to adult services transition
4. Child poverty needs assessment
5. Carers
6. Physical disabilities – adults (including sensory impairment and long-term conditions)
7. Analysis of residents' survey
8. Update of children and young people's needs assessment

We have created [Haringey: Our Place](#), a web page bringing together all needs assessment and other relevant data.

## 2. Techniques

### 2.1 Geographical Information Systems (GIS)

This is a tool that allows us to display and analyse information geographically. By overlaying different geographical information datasets on top of one another, trends in data can be identified. The information helps inform policy decisions across the Council. We are embarking on a project to bring together the information behind all of the GIS systems at the council, to produce a shared resource that everyone can use.

GIS can also be used to benefit local people, for example, it has helped Age Concern Haringey to map borough-wide activity helping older people to make more of later life. Haringey's GIS application is available to the public at [maps.haringey.gov.uk](http://maps.haringey.gov.uk) in any internet browser, providing interactive maps including aerial views showing information about the community including:

- Council facilities (leisure centres, youth clubs)
- Health
- Transport
- Litter
- Crime
- Affordable housing
- Education

The 'report a problem online form' also has mapping facilities in case an exact address is not known.

We have purchased MOSAIC data at a postcode level. This gives a detailed description of the type of people which are most likely to live in a particular postcode. This information will provide us with good understanding of what type of people live in the borough, where they are, their behavioural characteristics and how best to engage with them.

## 3. Mapping

### 3.1 Equalities Impact Assessments (EIAs)

# 1. Knowing your communities and equality mapping

EIAs were introduced in 2007 and are a requirement of our Public Duties outlined in race, gender and disability legislation. In the first twelve months from 2007-2008, 18 EIAs were completed.

Council policy is that EIAs are completed for all new policy and practice developments that are key and are in the Forward Plan. Outcomes and improvement actions arising from this process are fed back into service and business plans.

In 2009-2010, we delivered 28 sessions as part of an ongoing training programme on EIAs. Challenge sessions on EIAs in progress are also a feature of Equalities Forums. The Corporate Equalities Team delivers tailored training to all schools to enable them to produce their own equalities schemes and comply with equalities legislation.

We have published [information online](#) to help people produce EIAs. Further information appears in **section 2: Place shaping, leadership, partnership and organisational commitment**.

## 3.2 Equalities Framework for Local Government (EFLG)

We have completed EFLG statements for Adult, Culture and Community Services and for Housing.

## 2. Place shaping, leadership, partnership and organisational commitment

### 1. Haringey Strategic Partnership

We work in partnership to ensure that all residents including those from vulnerable groups have the chance to be involved in setting local priorities. Under the direction of our Chair and Leader the HSP, partners are able to challenge each other to ensure that outcomes for local residents are delivered.

### 2. Sustainable Community Strategy 2007-2016

To deliver equalities effectively it is vital that our priorities for equality are established within the core business of the Council and mainstreamed in service planning and performance management. This principle is also clearly reflected in the outcomes and priorities of the HSP Sustainable Community Strategy and the LAA, for example, NI 140 Fair treatment by local services. For a number of years, the inclusion of equalities comments have been a requirement on all Council reports, demonstrating leadership of and organisational commitment to equalities principles.

Relevant SCS outcomes	SCS High level priorities	Community Cohesion Priorities
People at the heart of change	Enhance community cohesion	Common belonging and shared vision Group interaction
Economic vitality and prosperity shared by all	Increase skills and educational achievement	Fair treatment and equality of opportunity
An environmentally sustainable future	Encourage our future citizens to be our first 'green generation'	Common belonging and shared vision
People and customer focused	Deliver high quality, needs based and customer focused services that offer value for money	Fair treatment and quality of opportunity
	Increase resident satisfaction with services and the area they live in	Low crime and concern about crime- Confidence in the Criminal Justice System
	Deliver transparent and accountable local leadership	Common belonging and shared vision
	Provide greater opportunity for civic engagement and participation	Fair treatment and equality of opportunity
	Draw on the strength of the voluntary and community sector	Group interaction
	Make out children and young people active citizens	Common belonging and shared vision Fair treatment and equality of opportunity

Our [Sustainable Community Strategy](#) (SCS) sets out how we will protect vulnerable people and those in the greatest need, ensuring that they are treated with respect and dignity. Through it we aim to

## 2. Place shaping, leadership, partnership and organisational commitment

tackle deprivation and low pay and make child poverty a focus. The SCS also includes priorities related to strong and cohesive local communities with community cohesion being central to the SCS and our overarching vision for the borough: *A place of diverse communities that people are proud to belong to.*

### 3. Equalities Impact Assessments

Key policies and strategies on the Council forward plan have EIAs undertaken to assess equalities implications. At the start of each year a report is presented at CEMB and Cabinet detailing the programme of EIAs to be carried out throughout the council during the next year and another report with a synopsis of EIA findings, detailing the progress, actions and outcomes from all the EIAs that were carried out the previous year. Summaries of these reports are published on the council's website.

We are unifying our approach to EIAs across the HSP so that we give due regard to the effect the actions we take as a partnership have on residents in the delivery of services. Actions we are taking include:

- Undertaking further research with specific equality target groups to identify how we can ensure all residents feel treated with respect and consideration when dealing with public services
- Undertaking EIAs at the beginning of partnership policy/strategy development, monitoring the six equalities strands and ensuring that the element of challenge is built into the process
- Attaching EIAs (with key action points) with the subsequent actions to redress imbalances and any outcomes from previous EIAs on partnership policies and strategies) to reports and ensuring they are signed off at the relevant thematic partnership
- Ensuring that the relevant delivery plan reflects the actions arising from EIAs and monitoring the outcomes at the relevant thematic partnership.

Further information appears in **section 1: Knowing your communities and equality mapping.**

### 4. Community Cohesion Framework

We have developed a [Community Cohesion Framework](#) which is inextricably linked with our equalities public sector duties. The Framework will help us to enhance community cohesion locally ensuring that there is equality of opportunity throughout Haringey as set out in our Sustainable Community Strategy vision. The outcomes are:

- Fair treatment and equality of opportunity
- Low levels of crime and concern about crime and confidence in the criminal justice system
- Group interaction
- A sense of common belonging and shared vision

We review the effectiveness of the partnership activity through performance management. The Sustainable Community Strategy is reported annually through a [progress report](#). It is reported to both Members through the HSP and Cabinet and to residents in Haringey People. The LAA is regularly updated and residents are informed of our progress.

The Community Cohesion Framework is currently being reviewed and the updated version will help us progress our work from 2010 to 2013.

We have also established a Community Cohesion Forum which is described in **section 3: Community engagement and satisfaction.**

### 5. Overview and Scrutiny

Our Overview and Scrutiny review programme demonstrates our organisational commitment to

## 2. Place shaping, leadership, partnership and organisational commitment

equalities. In 2009-2010, reviews have focused on:

- Developing new, high-quality major trauma and stroke services for London
- Support to carers
- Sexual health in teenagers
- Engagement of hard to reach communities
- Transition from children's services to adult services
- Support to small businesses
- Sustainable travel
- Breast screening

### 6. Communicating equalities

In order to communicate equality, we produce a newsletter, *Equalities Matters*. This is distributed to staff, strategic partners, community groups and service users. The next edition of *Equalities Matters*, plus the newsletter from a recent Community Cohesion conference will be published after the May 2010 elections. We include regular articles about equalities, particularly new legislation, in our staff newsletter *Smart Talk*.



### 3. Community engagement and satisfaction

Engagement with Haringey's diverse communities is essential to delivering outcomes under our Sustainable Community Strategy priority of *people and customer focused*.

#### 1. Community Engagement Framework

The Council and partners in the HSP have a shared understanding of the principles of engagement and are driving this agenda through Haringey's [Community Engagement Framework](#) which has been agreed by the HSP. The HSP has strong representation from the voluntary and community sector with 31 representatives sitting on the HSP and its theme boards.

Our **definition** of community engagement includes the following activities:

1. Informing
2. Listening
3. Consulting
4. Involving
5. Collaborating
6. Empowering

Our [implementation plan for the CEF](#) sets out our plans up to 2012.

#### 2. COMPACT

Our Haringey COMPACT, [Working BETTER Together](#), is an agreement for the voluntary, community, public and private sectors in Haringey to work together for services which meet the social, economic, health, and environmental needs of all our local communities. An equalities perspective is integrated into the Compact toolkit, which is used to assess new strategic documents. We are embedding the COMPACT way of working by promoting its use and evaluating its effectiveness.

Haringey has a thriving [Community Link Forum](#) (CLF) delivered by HAVCO which has a membership of over 230 local voluntary and community organisations, individuals and strategic partners taking part. The CLF involves voluntary and community sector organisations 'to increase the level, accessibility, and quality of services meeting local need and community cohesion through greater engagement and influence'.

As we have already described in **section 1: Knowing your communities and equalities mapping**, we are updating the borough profile on a rolling programme. The outcome **People and Customer Focused**, which includes Place Survey results on satisfaction, have now been completed.

#### 3. Translation and Interpretation

Haringey Council has a translation and interpretation service. All leaflets, publications and strategies include a translation panel for requesting the information in different languages, in large print, on audio tape, in Braille and as an easy-read version for those with a learning disability or for whom English is not their first language. Letters to key client groups, for example, Housing, include a translation panel in the top community languages and an invitation to advise the service of specific needs / arrangements. In addition to providing translating and interpreting services, we are encouraging people to enrol on English as a Second Language training (ESOL) which are proving very popular leading to the need to increase provision.

#### 4. Consultation

### 3. Community engagement and satisfaction

We are committed to undertaking consultation through [Have Your Say Haringey](#) so that people who live and work in the borough have a say in the Council decision making process and know that their views have been taken into account. The Council has drawn up a [Consultation Charter](#) so that local people know what they can expect from consultations. This includes the following commitment:

*We will follow good practice and legal requirements that relate to equality and social inclusion.*

### 5. Community Cohesion

#### 5.1 Community Cohesion Forum

The [Community Cohesion Forum](#), launched in March 2008, takes forward the partnership's work by bringing together a wide range of local community organisations. These groups represent residents of different ages, genders, disabilities, ethnic backgrounds and cultures, religions and those with no religion and people from lesbian, gay bisexual and transgender (LGBT) communities. The Forum builds on the work Haringey Council already does in supporting networks which bring together community groups with a commonality of interest. Membership is drawn from practically every community in Haringey including faith communities. Within its first year, by October 2008, the Forum had developed the Community Cohesion Pledge. In 2009, the Forum met twice focusing on intergenerational issues.

#### 5.2 Community Cohesion Pledge

At a Community Cohesion Conference, HSP members and representatives of community networks made a commitment to the four outcomes of cohesion in Haringey in October 2008, signing up to the [Community Cohesion Pledge](#). The pledge aims to help shape the work of the forum as well as providing a basic approach to community cohesion for those who deliver services.

#### 5.3 Hard to reach communities

The [Overview and Scrutiny Committee](#) has undertaken a scrutiny review into engaging with hard to reach communities. Key partners and officers have been engaged to gain an insight into where our 'hard to reach' communities are.

The review aims to consider barriers to greater participation and what can be done to break down these barriers. The scoping report will be available in early September 2010. It is planned that parts of the community previously deemed as 'hard to reach' but who now actively participate will be involved in the review to gain their perspective.

### 6. Local Involvement Network (LiNK)

Haringey [LiNK](#) is independently run by individuals and community group representatives working together to improve the way health and social care services are delivered. The LiNK is made up of local volunteers and supported by a host organisation. It is independent of external organisations and is led by the LiNK membership. The host organisation is responsible for supporting the LiNK membership and comprises two staff members based at Wood Green Central Library.

Overview and Scrutiny Committee (OSC) invited LiNK to jointly prepare, present and facilitate an Annual Health Check Day for any interested group in Haringey. The day was very well attended and LiNK facilitated four of the eight sessions which provided feedback on the performance of NHS Trusts serving Haringey – NHS Haringey, Enfield, Barnet and Haringey Mental Health Trust, the Whittington Hospital and North Middlesex University Hospital.

### 7. Safeguarding

Work is underway to deliver improvements in the safeguarding of children. The three year

### 3. Community engagement and satisfaction

[Safeguarding Plan](#) was designed to ensure that Haringey's services for children and young people are among the best by March 2012. The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. In February 2010 Ofsted found "extensive and consistent evidence of good progress" in the services provided to protect vulnerable children. They also found "good capacity for further improvement".

To help further embed our approach to adult safeguarding, we have established a Champions Forum – a sub group of the Safeguarding Adults Board (SAB). It consists of nominated safeguarding leads – senior operational managers who champion the work on safeguarding within their organisation, and work in partnership with other safeguarding leads through the SAB. The Forum includes representatives from Haringey Council, North Middlesex University Hospital NHS Trust, the Whittington Hospital NHS Trust, NHS Haringey, Barnet, Enfield and Haringey Mental Health Trust (BEHMHT), police, voluntary sector, providers of domiciliary and day care services, housing providers, carers, BME and other groups less likely to make safeguarding referrals.

In April 2008 we implemented the Research Governance Framework for social care, an ethics framework, to protect the rights and interests of social care service users in any research and consultation that involves them, their personally identifiable data, or the staff who work with them. As research is completed and the results analysed, the resulting knowledge will be available to inform strategic planning.

#### 8. Research Governance Framework (RGF)

An RGF Panel has been constituted to oversee the operation of the [Research Governance Framework](#) in Haringey, and to make decisions on applications identified on initial screening as having potentially medium or high levels of risk.

Further work is being done to obtain reports of completed research and consultation which has gone through the Panel. These reports will be entered on both the Council's consultation database and the National Social Care Research Register so that the results are publicly available to inform strategic planning. An [EIA](#) was completed in Feb 2008.

The following table shows the applications or enquiries received since the RGF was implemented.

Applications/ enquiries received 1 April 2008- 3 September 2009			
Source of application	Number of applications received	Advice and consultation provided	Referred to another Research Governance Body
Council	9	2	0
External organisations	6	2	1
Students	5	0	0
TOTAL	20	4	1

### 4. Responsive services and customer care

We have created a cabinet portfolio for community cohesion and involvement which reflects the

## 4. Responsive services and customer care

importance that we place on this activity and ensures that it remains part of our core business and managed at senior levels.

### 1. Procurement of Services

In 2007, we produced a *Guide to Assuring Equalities in Procurement*, to help officers ensure minimum equalities standards are met at key stages in the procurement process. The Guide covers:

- preparing tender documents where any relevant equalities issues would be identified and included
- selecting tenders where we use the Equal Opportunities Section of the Pre-Qualification Questionnaire (PQQ) to assess ability to deliver on equalities outcomes of the contract
- drafting of the contract where a Standard Equalities Clause included
- monitoring and contract reviews where any concerns, including equalities concerns were raised with the contractor and remedial actions agreed.

### 2. Disability

10,000 copies of our [Disability Access Guide](#) have been distributed.

In 2009 we funded [Haringey Disability First](#) an umbrella organisation to represent and advocate on the behalf of disabled people.

We have run three focus groups with disabled staff which has helped us to focus our programme of reasonable adjustments, for example, staff reported difficulties in training on voice recognition software. We worked with Organisational Development and Learning (ODL) and IT services to facilitate the delivery of both software and training at the same time.

Our flourishing Mobility Forum has now been made part of the mainstream Transport Forum.

### 3. Community safety

As a result of under-reporting of hate crime across all equalities strands, Haringey launched a third party reporting system in February 2009.

We have revamped our Multi-Agency Risk Assessment Conference (MARAC), a multi agency domestic violence case conference which is now working well.

We are involved in the pilot of a Specialist Domestic Violence Court (SDVC).

The programme to prevent violent extremism is developing steadily and training is underway for frontline staff to support the main objectives of the programme. These entail challenging ideology; disrupting those who promote extremism; supporting individuals, who are vulnerable to recruitment; and addressing the grievances that ideologues are promoting.

We are taking a measured approach to preventing violent extremism, working closely with community groups. We have been awarded a Beacon Status for community engagement work. Historically we have low levels of recorded Hate Crime which could be seen as evidence of a high level of community cohesion.

We identified the need to work with Muslim women (especially Somalis), young people and the need to provide a generic forum/network for the Muslim community. We are working closely with the Haringey Muslim Network and Safety Forum, the Jan Trust, the Islamic Community Centre and the College of North East London around this work. We also work with BRACE, a developmental programme for young people of any culture and faith, has been well received, with many young people who have been through the programme then expressing a wish to provide support. We were

## 4. Responsive services and customer care

also aware of the need to engage with Somali young men and in 2009, we began outreach work targeted at Somali street gangs and with the Assunah Centre (Masjid) to help develop Somali/North African men in discussion around this agenda.

### 4. Human Rights

The principles of equality, diversity and Human Rights are inextricably linked and the principles of Human Rights underpin the approaches we take to delivering service. The Human Rights Act outlines the basic rights entitled to all people, regardless of whether they can prove a person of a different gender / race etc. is treated more favourably. Equalities and Human Rights legislation is interlinked, but while Equalities focuses on *groups* Human Rights focuses on *individuals*.

We have guidance for staff on our website and manuals, policies and strategies are updated with changes in case law.

### 5. Monitoring equality and cohesion objectives

Our LAA includes several relevant indicators including NI 140 which based on Place Survey data and shows that:

- 60% think local services treat all types of people fairly
- 61% say public services usually or always treated them with respect and consideration over the last year.

Equalities and cohesion principles are embedded in our mainstream strategies.

Implementation of the Equalities Scheme and of the Community Cohesion Framework rests with directorates who are responsible for implementing them through their Business Plans. Supported by Equalities staff and forums, Directors champion and drive implementation in their respective directorates and monitor performance and results.

- Progress on developments and achievements within the Equalities Scheme will be reviewed annually by the Council's Corporate Equalities Group and the Community Cohesion Forum and the Delivery Plan updated annually. The Delivery Plan will be updated annually.
- Progress on developments and achievements within the Community Cohesion Framework will be reviewed annually by the Council's Corporate Equalities Group and by the HSP Business Group. The Delivery Plan will be updated annually.

## 5. A modern and diverse workforce

The equality aspects of the workforce strategy are implemented and monitored. Objectives are based

## 5. A modern and diverse workforce

on internal monitoring, consultation and assessments. Employment objectives and data are published to fulfil statutory duties. Examples below:

### 1. The People Strategy

Our [People Strategy and Equalities Impact Assessment](#) includes an action plan that responds to the need for the improvements identified in the EIA. The actions include:

- Redeveloping Harinet to ensure accessibility standards continue to be met
- Ensuring equalities impacts are assessed within the Smart Working programme and that the correct equipment and policies are in place to support a variety of staff needs
- Reviewing HR policies and procedures to ensure applicability to all groups
- Continued implementation of single status ensuring equality of pay and conditions for all groups
- Ensuring learning and development activity run through ODL continues to take account of equalities needs
- Continued evaluation and delivery of equalities training and network events
- Improving the quality of HR reporting and monitoring information by ensuring it meets equalities requirements, including a cross-Council census to improve data.
- We undertook EIAs on our revised [Grievance](#), [Capability](#), [Harassment](#) procedures.

### 2. Skills Development

Barriers such as the age of the local government workforce and the level of worklessness within the local population cannot be removed, but the strategy intends to reduce the impact of these factors through:

- Development of a [Skills for Life](#) programme focussed on increasing basic skill levels to help people progress in their career
- Continued running of the [Haringey Guarantee](#) scheme to encourage local people into work
- Continued running of the graduate programme, 'Aiming High' and the development of additional talent management activities to support greater representation of younger age groups within the workforce
- Creating pathways into employment through ensuring a skills development and knowledge transfer element to all contracts with external providers.

We have a range of equalities development opportunities for councillors, staff community groups and strategic partners such as:

- On line courses
- Specific targeted training such as EIA training
- Equalities elements of mainstream training such as NVQs
- Equalities events such as the Equalities Includes Me showcase
- The annual programme for the Institute of Customer Service professional awards of which equalities is an essential elements for participants, coaches and assessors.

Haringey Council is an Investor in People (IiP). This means that we have been recognised as an organisation that invests effectively in the development of its people, to ensure that together we achieve what we want to achieve and that we look to improve, even further, the way we work. Equalities is a core competency in our appraisal scheme, the form prompts equalities questions, the staff development section is useful for recording equalities training needs.

### 3. HR monitoring

The Council Employment Profile provides key information about the workforce, including gender,



## 5. A modern and diverse workforce

ethnicity, disability, age, turnover, agency staff and sickness.

The Employment Profile helps the HR Service to plan and target actions that will improve the Council's workforce profile, ensure the Council has a workforce that is representative of the community it serves, and that the objectives of the HR Strategy are achieved.

The 2008-2009 Employment Profile tells us that:

- 49% of the Council workforce are from BME groups
- 20% of our top earners are from BME groups
- 74% of the workforce are women
- 54% of top earners are women
- 7% of staff declared they are disabled

All of these show a slight increase on previous years.

### 4. HR policies and procedures

We have a rolling programme for reviewing HR policies and procedures. We have undertaken EIAs on our revised [Grievance](#), [Capability](#), [Harassment](#) procedures. We are carrying out and analysing equalities monitoring on all these processes and reporting annually to the Corporate Equalities group. As well as monitoring service performance the directorate scorecards and dashboards include 'corporate health' data on finance and HR (e.g. sickness).

### 5. Equal Pay and Conditions Review

The Council and Employee Joint Consultative Committee, which is the council's collective bargaining committee, agreed the new pay and conditions package on 11 September 2008. The new package of pay and conditions was also agreed by the council's General Purpose Committee on 29 September 2008. We have now made significant progress in implementing the Equal Pay and Conditions Review.

## Appendix 2: Equalities Scheme Delivery Plan 2010-2013

Data on LAA targets and local indicators is set out in appendix 2 of the Equalities Scheme 2010-2013. The following tables set out our priorities for equalities, showing key actions and the tools for delivering those actions. All actions will be completed within existing resources.

**Outcome: Fair treatment and equality of opportunity**  
Sustainable Community Strategy outcome: People and customer focused

Priority 1: To promote equality in strategic planning						
Key actions	Measure of progress	Lead	When	Equality strand	Link to existing strategy	Link to Equalities Framework for local government
<b>Mainstream equality performance indicators (EPis)</b>	EPis on Covalent and presented on directorate and corporate scorecards	Head of Service	<b>Quarterly</b> (Monitored at Directorate Equalities Forums)	All	<a href="#">Haringey Council Equal Opportunities Policy 2008</a>	Knowing your communities and equality mapping
<b>Strengthen use of equalities monitoring to improve services and employment practices</b>	Equalities monitoring informs EIAs	EIA authors	<b>Quarterly</b> (Monitored at Directorate Equalities Forums)	All		Knowing your communities and equality mapping
	Sexual orientation monitoring encouraged	Head of Service	<b>Quarterly</b> (Monitored at Directorate Equalities Forums)	Sexual Orientation		Knowing your communities and equality mapping
	Equalities data on newer communities identified and mapped	Corporate Equalities Team	<b>Annually</b> (Monitored at Directorate Equalities Forums)	Race / Faith		Knowing your communities and equality mapping
<b>Ensure Equalities Impact Assessments (EIAs) are used to improve services and employment practices</b>	Annual Equalities progress report published	Corporate Equalities Team	<b>May 2010</b> (Monitored at Corporate Equalities Group & Corporate SMT)	All	<a href="#">Equalities Impact Assessment Guide 2008</a>	Knowing your communities and equality mapping
	EIAs carried out as identified in business plans & Directorate Equalities Plans	Head of Service	<b>Quarterly</b> (Monitored at Directorate Equalities Forums & Directorate Management Teams)	All		Knowing your communities and equality mapping



Priority 1: To promote equality in strategic planning						
Key actions	Measure of progress	Lead	When	Equality strand	Link to existing strategy	Link to Equalities Framework for local government
	Key findings and actions from EIAs included in delivery/business plans	Head of Service	<b>Quarterly</b> (Monitored at Directorate Equalities Forums)	All		Knowing your communities and equality mapping
	EIA outcomes from strategies/delivery plans on Covalent	EIA authors	<b>Quarterly</b> (Monitored at Directorate Equalities Forums)	All		Knowing your communities and equality mapping
<b>Ensure equalities principles are mainstreamed</b>	Directorate Equalities Plans monitored	Chair of Directorate Equalities Forums	<b>Quarterly</b>	All	<a href="#">Haringey Council Equal Opportunities Policy 2008</a>	Knowing your communities and equality mapping
	Equalities Framework for Local Government assessments for all Directorates completed	Chair of Directorate Equalities Forums	<b>September 2010</b>	All		Knowing your communities and equality mapping
	Equalities Framework for Local Government assessments for all Directorates updated	Chair of Directorate Equalities Forums	<b>Annually</b>	All		Knowing your communities and equality mapping
<b>Evidence stakeholder involvement in development of EIAs</b>	Consultation toolkit and evidence from new and existing surveys routinely used	EIA authors	<b>Quarterly</b> (Monitored at Directorate Equalities Forums)	All	<a href="#">Equalities Impact Assessment Guide 2008</a>	Community engagement and satisfaction
<b>Increase community engagement capacity</b>	Quality assurance approach to community engagement and consultation agree	Corporate Consultation Manager / Have Your Say Haringey Group	<b>March 2011</b>	All	<ul style="list-style-type: none"> <li><a href="#">Consultation Charter</a></li> <li><a href="#">Community Engagement Framework</a></li> </ul>	Community engagement and satisfaction
	Overview & Scrutiny recommendations on "Engaging with hard to reach communities"	Assistant Chief Executive PPP&C	September 2011	All	O&S Report: <a href="#">Engaging with hard to reach communities</a>	Community engagement and satisfaction

**Priority 1: To promote equality in strategic planning**

Key actions	Measure of progress	Lead	When	Equality strand	Link to existing strategy	Link to Equalities Framework for local government
	implemented					
	Annual community engagement conference for service providers and community representatives established	Corporate Consultation Manager	<b>Autumn 2010</b> (Monitored by the CEF Steering Group)	All	<a href="#">Community Engagement Framework Delivery Plan</a>	Community engagement and satisfaction
<b>Overcome barriers to effective information sharing, communication and participation</b>	Partnership approach to Translation and Interpretation developed	Communications Manager (Marketing)	<b>April 2011</b> (Monitored by the CEF Steering Group)	Race	<a href="#">Community Engagement Framework Delivery Plan</a>	Responsive services and customer care
	Increased take up of communications training e.g. writing for the web, easy-read documents, Braille, translation & interpretation	Communications Unit	<b>Annually</b> (Monitored at Directorate Equalities Forums)	All	Communications Strategy <a href="#">Translation and Interpretation Service</a>	Responsive services and customer care
	The number of people supported by the council achieving an ESOL Skills for Life qualification at any level increased	AD Culture, Libraries and Learning, ACCS	<b>Annually</b> (Monitored at ACCS Equalities Forum)	Race	Community Cohesion Framework	Responsive services and customer care
	Keep publication of accessible council buildings and meeting venues up to date	Corporate Equalities Manager	<b>Bi-annually</b>	Disability	<a href="#">Haringey Council Disability Equality Statement 2006</a>	Responsive services and customer care
	Payment for service user participation in wellbeing	Assistant Director Adult Services,	<b>July 2011</b> (Monitored by WBPB)	All	<a href="#">Community Engagement</a>	Responsive services and customer care

Priority 1: To promote equality in strategic planning						
Key actions	Measure of progress	Lead	When	Equality strand	Link to existing strategy	Link to Equalities Framework for local government
	partnership boards established	ACCS			<a href="#">Framework Delivery Plan</a>	
	Partnership advocacy commissioning framework developed	Assistant Director Adult Services, ACCS	<b>Sept 2011</b> (Monitored by WBPB)	All	<a href="#">Well-being Strategic Framework</a>	Responsive services and customer care

Priority 2: To promote equality through commissioning and procurement						
Key actions	Measure of progress	Lead	When	Equality duty	Link to existing strategy	Link to Equalities Framework for local government
<b>Ensure that all procurement activities are fair, transparent and consistent</b>	All procurement opportunities and contracts are published consistently, transparently and via Corporate Procurement	Head of Corporate Procurement	Annually	All	Procurement Strategy 2010-2013 (in development)  <a href="#">Haringey Council Sustainable Procurement Strategy 2008-12</a>	Place shaping, leadership, partnership and organisational commitment
	Increased use of small and medium enterprises, BME voluntary and social enterprises	Head of Corporate Procurement	Annually	All		Place shaping, leadership, partnership and organisational commitment
	Procurement training for staff and members includes understanding of equalities and diversity in procurement	Corporate Procurement Team	Ongoing	All		Place shaping, leadership, partnership and organisational commitment
	Voluntary charter re: equalities implemented to support the Council's	Corporate Procurement Team	Ongoing	All		Place shaping, leadership, partnership and organisational commitment

<b>Priority 2: To promote equality through commissioning and procurement</b>						
<b>Key actions</b>	<b>Measure of progress</b>	<b>Lead</b>	<b>When</b>	<b>Equality duty</b>	<b>Link to existing strategy</b>	<b>Link to Equalities Framework for local government</b>
	priorities					
	All suppliers invited to attend "Meet the Buyer" events to keep up to date with Council opportunities & policies	Corporate Procurement Team	Ongoing	All		Place shaping, leadership, partnership and organisational commitment
<b>Ensure that all commissioning activities are fair, transparent and consistent</b>	EIA undertaken & actions implemented on Strategic Commissioning Policy	Head of Strategic Commissioning	March 2011	All	Strategic Commissioning Policy	Place shaping, leadership, partnership and organisational commitment

<b>Priority 3: To promote equality in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council</b>						
<b>Key actions</b>	<b>Measure of progress</b>	<b>Lead</b>	<b>When</b>	<b>Equality duty</b>	<b>Link to existing strategy</b>	
<b>Ensure equalities principles are embedded in council employment practice</b>	Equalities issues as standard on all induction training	Head of ODL	<b>Ongoing</b>	All	<a href="#">Equal Opportunities Policy</a>	A modern and diverse workforce
	Equalities monitoring as standard in all recruitment established	Head of Human Resources	<b>March 2011</b>	All	<a href="#">Equal Opportunities Policy</a>	A modern and diverse workforce
	Employment profile produced	Head of Human Resources	<b>Annually</b>	All	<a href="#">Equal Opportunities Policy</a>	A modern and diverse workforce
	Flexible working arrangements and flexible working hours support staff with work/life	Head of Human Resources	<b>June 2010 (Bi-annually)</b>	All	<a href="#">Equal opportunities in jobs and training</a>	A modern and diverse workforce

**Priority 3: To promote equality in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council**

Key actions	Measure of progress	Lead	When	Equality duty	Link to existing strategy	
	balance/caring responsibilities (Staff Survey)					
	Development of training priorities and programmes linked to performance appraisals	Heads of Service	<b>Annually</b>	All	<a href="#">Haringey Council Corporate Training Strategy</a>	A modern and diverse workforce
	Continuation of guaranteed interview scheme for all disabled applicants who meet essential criteria	Head of Human Resources	<b>Ongoing</b>	Disability	<a href="#">Haringey Council Guaranteed Interview Scheme</a>	A modern and diverse workforce
	Extension of the reasonable adjustments programme in the workplace for disabled employees	Head of Human Resources	<b>Ongoing</b>	Disability	<a href="#">Haringey Council Disability Equality Statement 2006</a>	A modern and diverse workforce
	SMART Working and Talent Management programmes – EIAs completed and findings actioned	Head of OD & L	<b>Completed June 2010</b> <b>Actioned March 2011</b>	All	People Strategy	A modern and diverse workforce

### Appendix 3: Performance indicators and targets

Outcomes	LAA indicators	Baseline	2009-10 target	2010-11 target
<b>Fair treatment and equality of opportunity</b>	<ul style="list-style-type: none"> <li>NI 4: % of people who feel they can influence decisions in their locality</li> <li>NI 140: Fair treatment by local services – proxy to what extent does your local council treat all types of people fairly</li> </ul>	40.3%	42.9%	45.1%
		60.8%	62.6%	65%
<b>Low levels of crime and concern about crime and confidence in the criminal justice system</b>	<ul style="list-style-type: none"> <li>NI 21: Dealing with concerns about anti-social behaviour and crime by the local council and police – proxy % of people who feel well informed about what the Council is doing to tackle anti-social behaviour</li> </ul>	28.2%	32%	34%
<b>Group interaction</b>	<ul style="list-style-type: none"> <li>NI 6: Participation in regular volunteering</li> <li>NI 7: Environment for a thriving third sector</li> </ul>	21%	22.7%	24.7%
		18.9%	21.9%	24.9%
<b>Common belonging and shared vision</b>	<ul style="list-style-type: none"> <li>NI 1: % of people who believe people from different backgrounds get on well together in their local area</li> </ul>	75.6%	78.4%	81.2%

Other Equalities Performance Indicators			
	Covalent Code	Indicator Description	Equalities Duty
Local Performance Indicators	PD02_H_L0027	% of top 5% of earners from ethnic minority communities	Race
	PD02_H_L0028	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition	Disability
	PD02_H_L0031	% of staff declaring they meet the Disability Discrimination Act disability definition	Disability
	PD02_H_L0032	% of staff from minority ethnic communities	Race
	AC02_H_L0211	To what extent does your local council treat all types of people fairly	All
	AC02_H_L0337	(E47) Ethnicity of 18-64 Clients Receiving an Assessment	Race / Age
	AC02_H_L0334	(E47) Ethnicity of 65+ Clients Receiving an Assessment	Race / Age
	AC02_H_L0342	(E48) Ethnicity of 18-64 Clients receiving services following an assessment	Race / Age
	AC02_H_L0335	(E48) Ethnicity of 65+ Clients receiving services following an assessment	Race / Age
	AC02_H_L0344	(EPI10) Ethnicity of 18-64 Clients Receiving Direct Payments	Race / Age
	AC02_H_L0346	(EPI12) Ethnicity of 65+ Clients Receiving Direct Payments	Race / Age
	AC02_H_L0348	(EPI14) Ethnicity of 18-64 Carers Receiving Services	Race / Age
	AC02_H_L0350	(EPI16) Ethnicity of 65+ Carers Receiving Services	Race / Age
	AC03_H_L0353	(EPI19) ActiveCard Holders by Ethnicity	Race
	AC03_H_L0357	(EPI23) Sports & Leisure Satisfaction Ethnicity	Race
	AC03_H_L0360	(EPI24) Parks Satisfaction Ethnicity	Race
	AC04_H_L0363	(EPI27) Libraries Active Borrowers Ethnicity	Race
	AC04_H_L0367	(EPI31) Libraries Satisfaction Ethnicity	Race
	AC04_H_L0369	(EPI33) Adult Learning Service Enrolment Ethnicity	Race
		Total number of people supported by the council achieving an ESOL Skills for Life qualification at any level	All
	UE06_H_L0374	Percentage difference between Housing Applications and Lettings for BME applicants	Race
	UE06_H_L0376a	Satisfaction of council tenants with the overall service provided by their landlord - BME	Race

Other Equalities Performance Indicators			
	UE06_H_L0376b	Satisfaction of council tenants with the overall service provided by their landlord - non BME	Race
	UE06_H_L0377a	Satisfaction of council tenants with opportunities for participation in management and decision making - BME	Race
	UE06_H_L0377b	Satisfaction of council tenants with opportunities for participation in management and decision making - non BME	Race
	AC04_H_L0398	PLSS1 Proportion of households living near Library	All
Place Survey	PP03_H_L0532p	Most important in making somewhere a good place to live? :Race relations (%)	Race
	PP03_H_L0533p	Most need improving? :Race relations (%)	Race
	PP03_H_L0534	Satisfaction with your local area as a place to live?	All
	PP03_H_L0549	Do you agree that your local area is a place where people from different backgrounds get on well together?	All
National Indicators	PP03_H_N0001	% of people who believe people from different backgrounds get on well together in their local area	All
	CY03_H_N0107	Key Stage 2 attainment for Black and minority ethnic groups	Race
	CY03_H_N0108	Key Stage 4 attainment for Black and minority ethnic groups	Race
	AC04_H_N0013	Migrants' English language skills and knowledge	Race
	PP02_P_N0044a	Ethnic composition of offenders on Youth Justice System disposals (white)	Race
	PP02_P_N0044b	Ethnic composition of offenders on Youth Justice System disposals (mixed)	Race
	PP02_P_N0044c	Ethnic composition of offenders on Youth Justice System disposals (black or black British)	Race
	PP02_P_N0044d	Ethnic composition of offenders on Youth Justice System disposals (asian or asian British)	Race
	PP02_P_N0044e	Ethnic composition of offenders on Youth Justice System disposals (Chinese/Other)	Race
Mori Survey		% of people expressing satisfaction with waste collection	All
		% of people expressing satisfaction with recycling facilities monitored by disability	All



## Appendix 4: Consultation List

In preparing this document we consulted:

### External

- Haringey Age Concern
- Haringey Forum for Older People
- Haringey Youth Council
- Haringey Disabilities First
- Haringey Racial Equality Council
- Black & Minority Ethnic Support Service
- Haringey Women's Forum
- Haringey LGBT Network.
- Hearthstone
- Haringey Travellers Community Support Team
- NHS Haringey

### Internal

- Corporate Equalities Group
- Directorate Equalities Forums
- Staff representatives