

**APPENDIX**

**HARINGEY COUNCIL**

**EQUALITY PUBLIC DUTIES SCHEME**

**IMPLEMENTATION STRATEGY**

**Inno Amadi**

**Senior Policy Development Officer  
Chief Executive's Service**

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## **Responsibility**

Responsibility for implementation of the Scheme will rest with Business Unit managers. It should start in the business planning process, using the Council's business planning framework as the main devise. This way, the business planning framework serves as a tool for furthering the mainstreaming of equal opportunities in Haringey. Equality Officers should be proactively involved, providing advice and support at every stage of the business planning and implementation processes. Where new tools may need to be developed, the relevant corporate functional areas shall have primary responsibility, again advised and supported by the Equalities Unit. The following steps provide a guide to implementing the Scheme.

	<b>PROCESS</b>	<b>APPROACH</b>	<b>RESPONSIBILITY</b>
<b>Ref.1</b>	<b>Business Planning</b>	As part of the annual business planning process, identify the key plans/strategies/schemes you will be implementing to achieve the service objectives you have included in Section 1.2 of your business plan (insert Planning Year). Include any specific projects or schemes you are planning to implement to address any existing inequality in your service. Do not forget to consider the six strands, age, disability, gender, race/ethnicity, religion or faith, and sexuality.	Business Units
<b>Ref.2</b>	<b>Including equality public duties tasks</b>	In your service's work plan for that year, include tasks on the equalities public duties (i.e. impact assessment, consultation, equalities monitoring, informing the public, staff awareness/training where necessary on the key equalities issues) for each of the key service objectives you have identified in Section 1.2 of your Business Plan. Think about who will carry out the tasks and when.	Business units
<b>Ref. 3</b>	<b>Equality Impact Assessment</b>	After the strategies/policies/schemes etc, identified in Ref.1 above have been produced in draft, carry out a full equality impact assessment on them, using the Impact Assessment guidelines and form.	Business Units

		<p>Summarise the information obtained from the impact assessment process into an impact assessment report.</p> <p><i>(This summary will serve as the Equalities comment on the proposal)</i>  <i>Your Directorate Equality Officer will be able to provide advice and support.</i></p>	
<b>Ref. 4</b>	<b>Consultation</b>	<ul style="list-style-type: none"> <li>• As part of the annual business planning process, identify the strategies, policies etc that you will be consulting on in the year to which the business plan will apply. <i>(This should include the key strategies, policies, plans etc you have identified in Ref.1 above)</i></li> <li>• Schedule and carry out consultation on each one of them, taking care to ensure that you are guided by the Council's consultation strategy and that you cover the equality groups covered by this Scheme.</li> <li>• Summarise in a report, the responses you received and how you have addressed them.</li> <li>• Send a copy of the summary report to the Corporate Consultation Team.</li> <li>• Disseminate the summary report to those you consulted and to the wider community.</li> </ul> <p><i>We recommend that you consult Corporate Consultation Team for advice and support</i></p>	Business Units
<b>Ref. 5</b>	<b>Outcome (impact) monitoring</b>	<p>For each of the service objectives (identified in 1.2 of your business plan):</p> <ul style="list-style-type: none"> <li>• Identify what indicators you will use to measure performance. These should relate to the intended outcomes of the objectives. Use equalities monitoring to find out the extent to which the outcome (whether benefits or detriments or both) are spread between groups, in relation to their population size. If an initiative is targeted at a specific group (for example</li> </ul>	Business Units

		<p>an ethnic group, in which case ethnicity will not be an issue), then the issue will be the extent to which the outcomes are spread between sub sections within the group, for example between men and women, young and old etc.</p> <ul style="list-style-type: none"> <li>• Set targets on the indicators. These should be both challenging and realistic;</li> <li>• Consider how you are going to monitor them and ensure that you have the systems in place to do it;</li> <li>• Collect and analyse data on the indicators; report results at agreed cycles; identify glaring disparities; implement corrective measures. (This may require change in direction or approach)</li> </ul>	
<b>Ref. 6</b>	<b>Publishing /Access to information</b>	<p>This should relate to the service objectives you identified in Section 1.2 of the business planning framework.</p> <ul style="list-style-type: none"> <li>• Identify the outlets you will use to disseminate information to the community about the objectives and the initiatives you are planning to implement to achieve them and how they are working.</li> </ul> <p><i>(To comply with the public duty on providing information, you should include the results of impact assessments, consultation and equalities monitoring you have carried out).</i></p> <ul style="list-style-type: none"> <li>• Consider outlets that target specific groups, such as disabled people, ethnic groups, women, older people, young people, and lesbian and gay men, if this is the most effective way to reach them.</li> </ul>	Business Units

		<ul style="list-style-type: none"> <li>Decide how, when and how often you will inform the public in a published form about how your plans are working.</li> </ul>	
		<ul style="list-style-type: none"> <li>Consider in what format this information would be best given (this should be formats that are most accessible to people. This might differ according to groups. You may need to translate the document for people who do not use English and into Braille for people who are blind; you may also need to use large prints for people who may have a problem with small sized texts.</li> <li>Make information available, ensuring that it is timely.</li> </ul> <p><i>We recommend that you seek advice from Press &amp; Communication and from Translation &amp; Interpreting Service.</i></p>	Business Units
<b>Ref. 7a</b>	<b>Staff Awareness &amp; Training (service level)</b>	<ul style="list-style-type: none"> <li>Identify the equalities issues in your service objectives/plans/strategies. (Impact Assessment and consultation including consultation with your staff) would help you to identify them);</li> <li>Consider if your staff need training to deal effectively with any of those issues;</li> <li>Where necessary, arrange training to deal with those issues.</li> </ul> <p><i>We recommend you seek advice on training from OD&amp; Learning.</i></p>	Business units
<b>Ref. 7b</b>	<b>Staff Awareness &amp; Training (corporate level)</b>	<p>This should focus on what the Council is trying to achieve on equalities and how we are going about it.</p> <ul style="list-style-type: none"> <li>Develop suitable training/awareness packages for Members and staff;</li> <li>Include equalities training in the annual corporate training programmes;</li> </ul>	OD & Learning & Equality & Diversity

		<ul style="list-style-type: none"> <li>• Include equalities in staff induction programmes;</li> <li>• Monitor participation and regularly review the programme's effectiveness.</li> </ul>	
<b>Ref.8(a)</b>	<b>Tackling harassment and hate crime (in the workforce)</b>	<p>The Council policy is clear on this duty. It does not tolerate harassment, victimisation or any other form of hate crime in its workforce, whether based on person's age, disability, gender, race, religion or sexuality.</p> <p>Business Unit managers should take steps to ensure that their staff:</p> <ul style="list-style-type: none"> <li>• are fully aware of this policy and of the consequences of its breach;</li> <li>• are fully aware of their rights under this policy and how to enforce them;</li> <li>• have the confidence and encouragement to complain if they feel harassed or victimised;</li> <li>• have confidence in the policy and the procedures that support it.</li> </ul>	Business units
<b>Ref.8(b)</b>	<b>Tackling harassment and hate crime (in the community)</b>	<p>Similarly, Haringey Council does not tolerate harassment or any other form of hate crime in the community and, with our partners on Safer Communities provide support on victims of harassment and take action against perpetrators.</p> <p>The lead responsibility for this service rests with Safer Communities in the Chief Executive's Service. However, all departments of the Council are expected to help in promoting this message to their service users and public.</p> <p>Business Unit managers should take steps to make their service users and public:</p> <ul style="list-style-type: none"> <li>• are fully aware of this policy;</li> <li>• know what support is available and where to get it if they are made victims.</li> </ul>	Safer Communities & Business Units

		<i>Business Units can help meet this duty by, for example, displaying the relevant posters at their service points. These can be obtained from Safer Communities.</i>	
<b>Ref. 9</b>	<b>Promoting positive attitude towards people</b>	<p>This duty is aimed at dispelling myths and unfounded and irrational hostility against or between certain groups in society based either on age, disability, gender, race, religion or sexuality.</p> <p>The strategy is to use events (e.g, the International Women’s Day, the Black History Month, Disability Sports Day etc), Council publications and articles in journals to address this duty.</p> <ul style="list-style-type: none"> <li>• Include in your Business Plan any events you will either be holding, sponsoring or actively participating in as a service to promote positive attitude towards a group or groups by showing them in a good light.</li> <li>• If your Business Unit or Directorate has a newsletter, promote the event in that or any other Council publication, for example the <i>‘Equalities Matter’</i></li> </ul>	Business Units
<b>Ref. 10</b>	<b>Promoting Community Cohesion</b>	<p>This duty calls on the Council to actively steps by promote social cohesion by working to remove barriers that prevent social interactions between people whatever their racial, ethnic or cultural backgrounds, age, disability gender or religion.</p> <p>There are activities across the Council as well as Council funded community projects, for example through Neighbourhoods, which to varying degrees correspond to the theme of community cohesion in that they have the effect of bringing various sections of the community together. However, the Council does not at present have a coherent strategy to inform work on the community cohesion agenda.</p>	Equality & Diversity Unit + Neighbourhoods

		<ul style="list-style-type: none"> <li>• Carry out Council and community wide mapping of initiatives that correspond to the themes of community cohesion as defined by the Home Office document, 'A Picture of Community Cohesion'.</li> <li>• Analyse the findings of the Policy Studies Institute (PSI) research project on social cohesion in the Tottenham area and draw out policy implications for the Council.</li> <li>• Develop a strategic framework that will inform and govern the Council's response to the community cohesion agenda in a coherent way.</li> </ul>	
<b>Ref. 11</b>	<b>Equality through procurement</b>	<p>This duty challenges the Council to open up its supply chain to those who are currently excluded from it and to ensure that those who elect to do business with the Council do so with due regards to the Council's equal opportunities policy and its legal obligations on equality.</p> <p>The following would enable the Council to work towards meeting this duty.</p> <ul style="list-style-type: none"> <li>• Review of the tender process to certify that it is fair and accessible to all those who may wish to tender for Council contracts.</li> <li>• Review of the Pre-Qualification Questionnaire (PQQ) to certify that it has equalities criteria that are relevant, robust and cover the relevant and current equalities legislation, in particular in respect of the six equalities strands covered in the Council's Equality Scheme, i.e. Age, Disability, Gender, Race, Religion and Sexuality.</li> <li>• Review of the framework and the criteria for contract performance monitoring and review to certify that they cover the equalities commitments.</li> </ul>	Corporate Procurement + Equalities & Diversity Unit



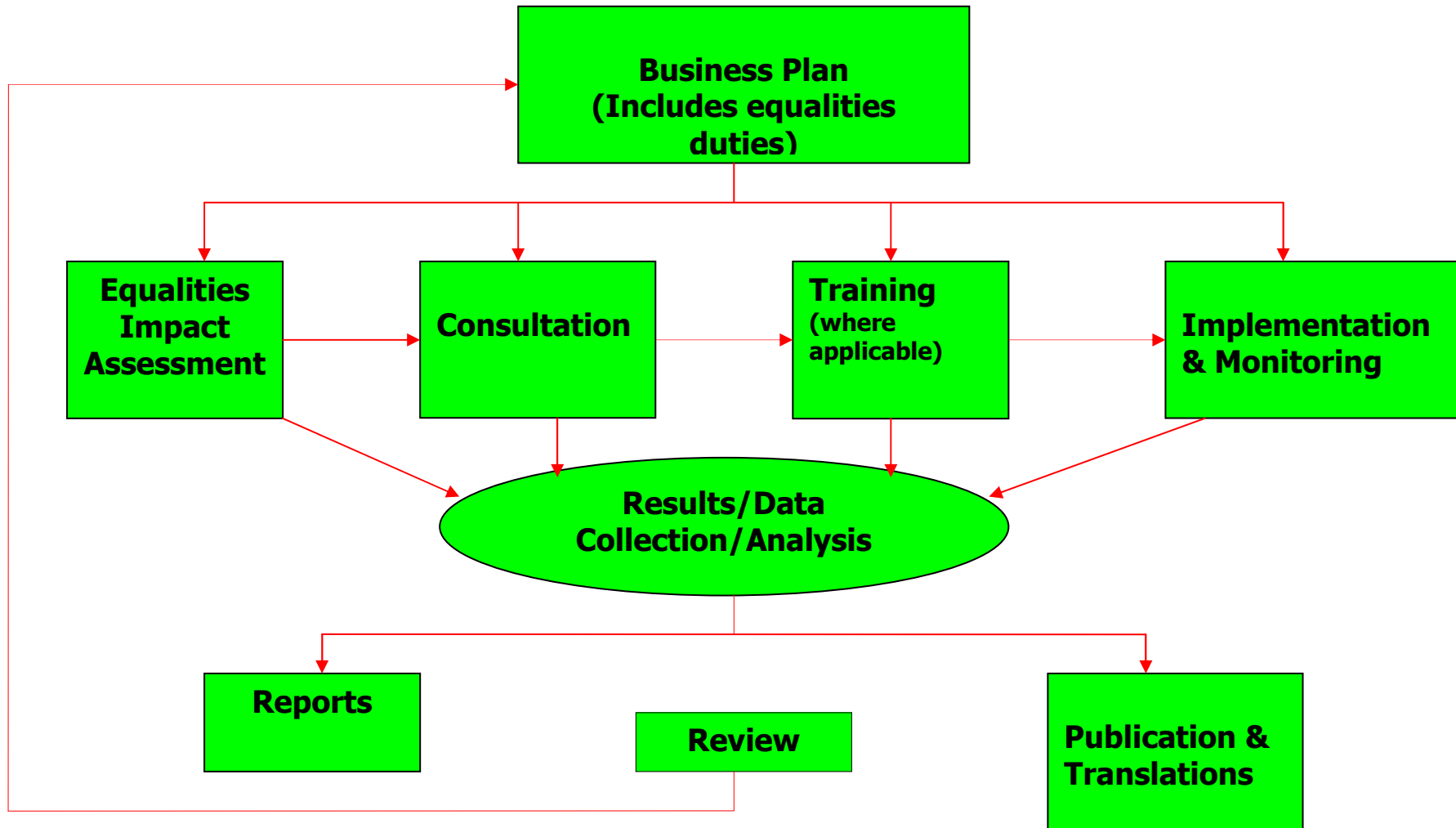
		<ul style="list-style-type: none"> <li>• Develop and implement a framework for equalities assessment of contract specifications to ensure that relevant equalities issues are identified and specified in contracts.</li> <li>• Develop and implement a framework for equalities monitoring of the procurement process from tendering through to award of contracts.</li> </ul>	
<b>Ref. 12</b>	<b>Specific Equalities Initiatives</b>	These should be the logical outcome of equalities monitoring. The whole point of equalities monitoring is to identify disproportionate impacts (inequality) and take step to make corrections. Specific initiatives should be developed and used to address such inequalities. Such initiatives should also be planned and included in the Business Plan.	Business Units (at Service levels) + Improvements & Performance (at corporate level)

**Inno Amadi**  
**Chief Executive's Service**

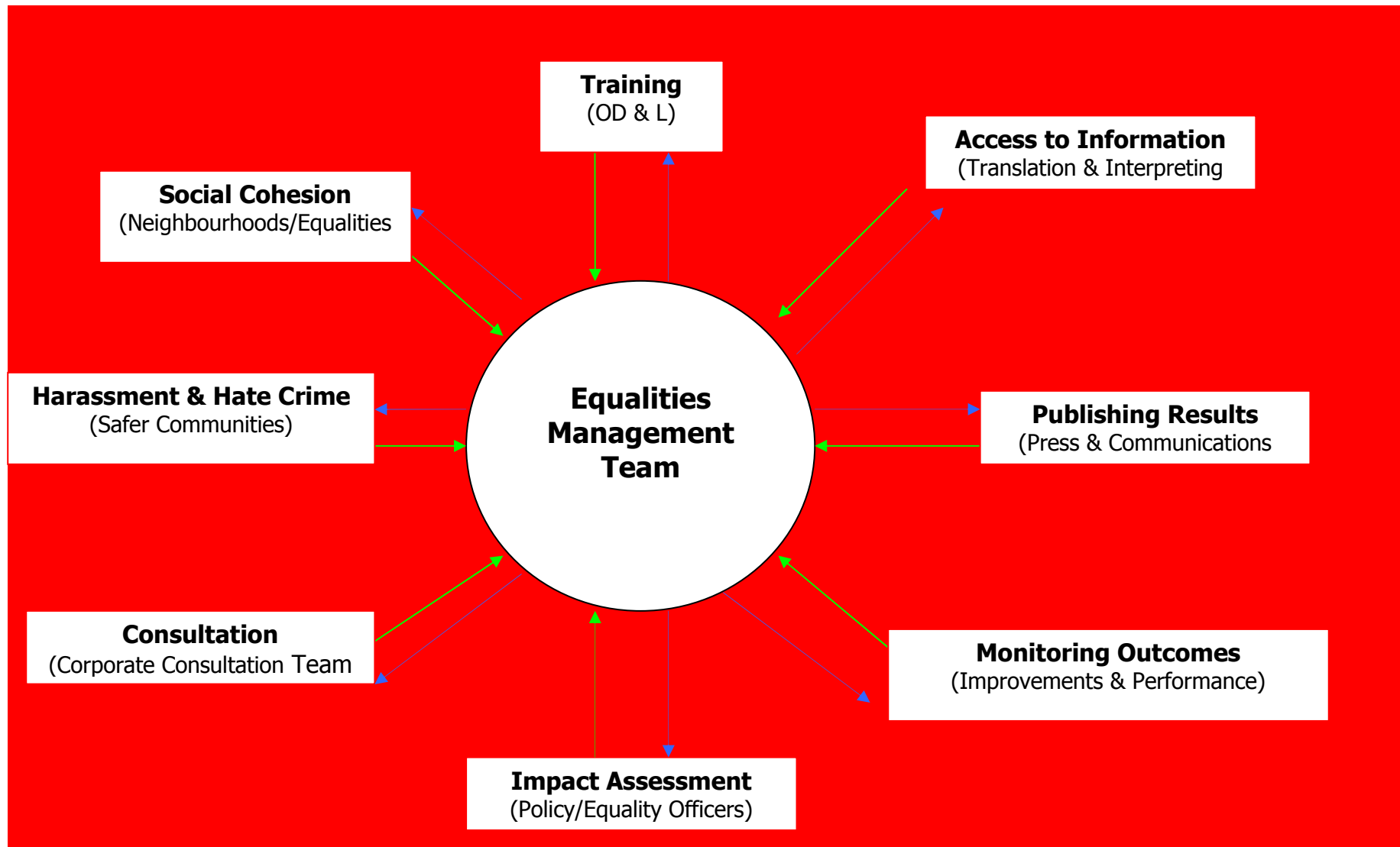
**October 2006**

**Ref: IA: U:\EQUALITIES\Equality Scheme Implementation**

# Implementation Process



# Co-ordination and Control



## WHERE TO GET HELP

### Summary of useful contacts

In their various ways, the following units of the Council will be able to help managers in implementing this Equality Scheme.

<b>Unit</b>	<b>How they can help</b>	<b>Contact</b>
<b>Equalities &amp; Diversity</b>	General advice and support on implementation of the Equality Scheme	020 8489 2574
<b>Performance &amp; Improvement</b>	Advice and support on business planning performance monitoring and improvements	020 8489 2546
<b>Corporate Consultation Team</b>	Advice and support on consultation	020 8489 2914
<b>Translation &amp; Interpreting Service</b>	Will advise and facilitate translation and interpreting including communication with disabled people	020 8489 2922
<b>Organisation Development &amp; Learning</b>	Advice and help with training	020 8489 1088
<b>Safer Communities (Anti-Social Behaviour Team)</b>	Advice and help with cases of harassment and hate crime in the community	020 8489 1903
<b>Central Personnel</b>	Advice on management action on grievance, including harassment, victimisation, bullying and hate crime in the workforce	020 8489 3177

<b>Neighbourhood Management Service</b>	Advice and support on work with local people to improve their neighbourhoods within the context of social inclusion	020 8489 2456
<b>Communications (Publicity &amp; Design)</b>	Will advise on suitable information outlets, design and presentation	020 8489 6943
<b>Community and Voluntary Sector Team</b>	Will advise on working with community and voluntary organisations and statutory agencies to support groups who provide services that improve the quality of life for Haringey residents.	020 8489 6902

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