

Equality Scheme

2007/08 – 2010/11



You can read this report on our website. www.barnet.gov.uk.

There is also an accessible version of the scheme.

The Equality Delivery Plan accompanying this scheme will be published separately in autumn 2007. However, if anyone would like a copy of the draft plan please call Julie Pal on 020 8359 7263.

Please call us on 020 8359 7263 if you would like extra copies of this report in large print, Braille, on tape or another language.

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Foreword by Councillor Mike Freer, Leader of Barnet Council

Welcome to Barnet Council's Equality Scheme 2007/8 -2010/11. We are proud to publish a document which shows how serious the council is in putting the community first.

As a council we want to promote equality in it's widest sense and also be sensitive to how services can affect people differently depending on their age, faith/belief and sexual orientation.

This is an ambitious scheme because it assesses the impact of our corporate priorities on Barnet's diverse communities and we want to be sure everyone in Barnet benefits from our improved council. Our track record of success has been recognised in the Audit Commission's Corporate Assessment of the council, which ranked us a four star authority ('performing well') and praised our well

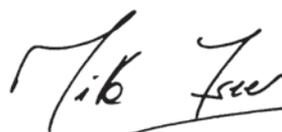
developed approach to diversity and our strong relationships with the many different communities in Barnet.

As the Leader of the Council, I am delighted that 87 percent of residents agree the council is doing a good

job, but we need to do more and this is reflected in the scheme. Feedback from residents such as through my 'Leader Listens' conversations is important for the council in setting future priorities for improvements.

I believe Barnet's Equality Scheme will make an important contribution towards our understanding of the needs and aspirations of our diverse communities and contribute to our desire to become a successful city-suburb.

In September 2006 I stated that "equalities is integral to everything the council does." Nine months on, publication of Barnet's Equality Scheme is proof of that commitment.



Councillor Mike Freer
Leader of Barnet Council



Executive summary



Context

1. Barnet is a successful multicultural city-suburb contributing to London's global success. It is the tenth largest unitary authority, twentieth most ethnically diverse and second most religiously diverse area in England. As a council we recognise that discrimination and inequalities affect people in complex ways, so our first single Equality Scheme will show not only how we will meet our statutory responsibilities to promote race, disability and gender equality, but also be sensitive to how services can affect people differently depending on their age, faith/belief and sexual orientation.
2. We are a diverse borough. Our population boasts the largest Jewish and Chinese communities in England. 50,000 of our residents have a long-term illness, health problem or disability which affects their daily activities. Nearly 6,000 people in Barnet are visually impaired and 7,000 are hard of hearing. 80,000 of our residents are currently aged less than 19 years and this number is expected to rise by 4.5 percent

by 2016. 134 languages are spoken by our primary school children. Our over 65 population totals nearly 45,000. Our current population is almost 330,000 and expected to rise to 360,000 by 2016 because of the 16,000 new homes being built.

3. This new community will reflect London's diversity. The Muslim community is likely to increase noticeably as a result of its present comparatively young age structure. This rate of change is different from other groups.
4. We are also a borough of contrasts. We have many areas of prosperity sitting alongside significant pockets of deprivation clustered along the A5 corridor. Residents living in these areas suffer more from higher crime, lower educational attainment, higher unemployment and poorer health. In some areas life expectancy can vary by as much as four years between the most affluent and most deprived areas.

Barnet's values

5. We know that people have a multiple range of identities to which we must respond flexibly

and appropriately. The national debates of identity and the creation of a new equalities framework have inspired us to publish a combined Equality Scheme.

6. We want to make Barnet a better place for current and future generations. We want Barnet to play its part on the wider stage as a successful city-suburb in London. We need to work with our partners to understand the needs and aspirations of our diverse communities. Only then can we provide excellent public services which offer value for money and maximum choice.
7. These values are outlined in our Corporate Plan 2007/08 – 2010/11. Our Equality Scheme is aligned to our Corporate Plan. It will assess the impact of our corporate priorities on our communities and act as a catalyst to ensure those priorities are delivered to all sections of Barnet's communities.
8. Barnet Council is successful at promoting social cohesion. We believe this is because we deliver quality public services which meet people's essential needs and that these form the building blocks to create an integrated and tolerant society. 87 percent of our

residents are satisfied with living in our borough. Our participation in the Stonewall Diversity programme will further increase our ambition to be an employer of choice

Promoting race equality

9. To promote race equality the council must promote equality of opportunity, challenge discrimination and promote good relations between people from different racial groups. During the summer of 2006, over a quarter of white residents felt the council was doing too much to protect the rights of people from different communities, a feeling shared by Muslim and Hindu communities. Work is commencing to improve our understanding of the factors behind this new finding.
10. All residents believe the most important areas to promote race equality are crime and safety (71%), housing (50%), health (45%), consultations on council policies (36%) and improving communication between the council (29%).
11. Asking black and minority ethnic (BME) residents to prioritise the council services they believed were in most need of improving, there was a slightly

different emphasis. They chose: consultations on council policies (43%), housing (42%), complaints about council services (27%), improving communications between the council (25%) and contacting and accessing council services (21%). Relevant activities consistent with the Corporate Plan and measures of success are included in our Equality Delivery Plan which will be published in autumn 2007.

12. Our workforce analysis shows that 23 percent of our workforce are from BME communities, who

make up 26 percent of the local population as a whole.

Promoting disability equality

13. The duty to promote disability equality requires the council to promote equality of opportunity, eliminate harassment and discrimination, promote positive attitudes, encourage the participation of disabled people in active life and take steps to favourably treat a disabled person.



14. The council has adopted the social model of disability. It is committed to the Government's 2025 vision that disabled people will have full opportunities and choices to improve their quality of life and be respected and included as equal members of society.
15. Disabled residents believe the council could do more to protect the rights of disabled people. They believe the top five areas to promote disability equality are: Transport (77%), crime and safety issues (58%), issues affecting education for disabled children and young people (53%), housing (50%) and health (50%).
16. When asked to list council services most in need of improving to promote disability equality, they chose housing (38%), contacting and accessing council services (34%), improving access to leisure services (27%), consultation on council policies (24%), making enquiries about council services (22%). Relevant activities consistent with the Corporate Plan and measures of success are included in the Equality Delivery Plan

17. Two percent of council staff identify themselves with a disability. This is much lower than our local population. A priority for 2007/8 is to encourage disabled people to apply for job vacancies and work experience in the council, and to work with existing disabled staff to ensure they are supported effectively to give their best performance in the workplace.

Promoting gender equality

18. We will promote gender equality by proactively eliminating sex discrimination and harassment and promote equality for women and men in the workforce.
19. In terms of the workforce, our gender equality work will focus primarily on addressing career opportunities and pay distribution of women. Analysis of pay distribution from 2005 shows a marked difference between male and female staff based on gender and working patterns. 76 percent of the council's workforce is female compared to 52 percent of the population. However, only 42 percent of full-time equivalent female employees hold senior grade jobs. 49 percent of Barnet's employees work part-time. Of these, 92 percent are female.

Female employees are clustered in low-paid, part-time work. Our Human Resources Business Strategy will seek to analyse further the reasons behind this and enhance flexible working practices that best meet the needs of the organisation.

20. We also want to use the gender duty to tackle systematic discrimination more effectively. In order to tackle gender equality the prevalence of gender-based violence in society must be acknowledged and addressed. This impacts on women's safety and well-being, their mental and physical health, their earning capacity, their career, their access to services, their role in public life, their families and communities. Domestic violence accounts for 25 percent of violent crime in Barnet. The Safer Communities Strategy will specifically address violence against women and ensure a proactive response through coordinated action across agencies.

Partnerships

21. Our residents have told us what their priorities for improvement are. As a community leader we understand their aspirations and priorities and will use this

understanding to inform and influence our partners to work with us to meet our equalities responsibilities.

22. Our shared priorities will be stated in all key partnership documents and will play a role in promoting cohesion. Some practical examples of community cohesion include:

- Barnet Multifaith Forum has worked with our regeneration partners in the £4.2bn redevelopment of the Cricklewood/Brent Cross area, advising of the impact upon faith communities. They have also trained social workers about the multifaith considerations of child protection.
- Barnet Lesbian, Gay, Bisexual and Transgender (LGBT) Network is working with our local LGBT community to increase third party reporting of hate crime.
- Barnet Traveller Forum has been working with local travelling communities who are now settled in Barnet. The forum is working with members of this community to encourage the adults to support their children and young people in achieving their educational potential.
- Barnet Domestic Violence Forum has been raising awareness

about the horrors of forced marriage and domestic violence within south Asian communities. Community tensions are monitored through the Strategic Multi Agency Racial Harassment Group.

Action planning and monitoring

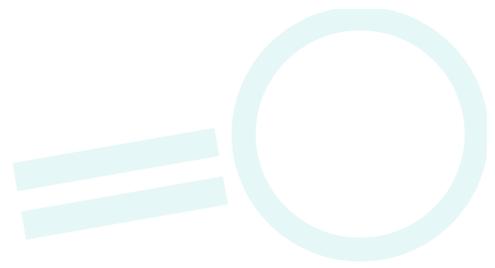
23. Monitoring equalities performance will be integrated into the council's existing performance management process. Regular monitoring of progress against the equality delivery plans are undertaken on an exception basis. The Equality Standard for Local Government will measure equalities performance. The council is expected to achieve Level 4 by March 2008. Our Race Equality Scheme score is 73.68 percent.

24. The improvement priorities ranked by residents will feed into our Equality Delivery Plan. The activities and measures identified reflect the performance measures stated in our current Corporate Plan and Key Priority Plans. The baseline data against which progress is measured will be captured from a variety of sources including Barnet Primary Care Trust and the Diversity Monitoring Form.

25. The impact on residents will be measured using satisfaction ratings and resident feedback on service improvement priorities, initially for identified inequalities, but eventually to gather evidence of other inequalities which may arise because of a person's mix of identities. Actions to reduce these inequalities will form part of the Equality Delivery Plan which will be published in the autumn of 2007.

26. Barnet Disability Equality Advisory Group has been set up to secure the improved engagement of disabled people. It will provide annual feedback to our Adult Strategy Group and corporate Equalities and Diversity Group.





Introduction

Barnet is proud to publish its first Equality Scheme. This shows how we will meet our statutory responsibilities to promote race, disability and gender equality and be sensitive to how our services can affect people differently depending on their age, faith/belief and sexual orientation. We know that people have a multiple range of identities and needs to which we must respond to flexibly and appropriately. The scheme builds on the council's existing track record of promoting equality as set out in our previous race and disability equality schemes and as recognised by the council's Corporate Assessment in 2006.

Barnet is a successful multicultural suburb playing a major role in London's global competitive success. We are proud and at ease with our diversity. We are the tenth largest unitary authority, twentieth most ethnically diverse and second most religiously diverse area in England. We are anticipating rapid growth through our forthcoming regeneration projects which will change our existing communities.

This scheme is part of the council's continued commitment to make equalities integral to everything we do. It is our key document to show how we, with our partners in the Local Strategic Partnership (LSP), want to maintain the best characteristics of a traditional suburb while benefiting from the vibrancy of new communities.

Better outcomes for Barnet's residents

Barnet was judged to be a good borough with a well-developed approach to equalities and diversity in our 2006 Corporate Assessment. We recognise that our residents play a crucial role in making the borough a successful place to live. Promoting cohesion is something we do well. We believe this is because we deliver quality public services which meet people's essential needs and that these form the building blocks to create an integrated and tolerant society. 87 percent of our residents are satisfied with living in our borough. We are committed to working with faith and black and minority ethnic (BME) groups to identify and address community tensions or any threats to

this cohesion. We want to make Barnet a place where disabled people can lead fulfilling lives and play a full part in society. We want both women and men to believe they can contribute to the richness of Barnet society through their participation in the workplace and other forms of active citizenship.

Barnet's Equality Scheme

Barnet's Equality Scheme has been developed against a backdrop of national changes in the world of equalities and diversity which will be influential in shifting Britain towards a framework aimed at reducing long established inequalities. Most notable are:

- the launch of the Commission for Equality and Human Rights (CEHR) in October 2007, which the Government has established to facilitate the creation of a society which enables individuals to achieve their potential free from prejudice and discrimination
- the publication of the Equalities Review which is aimed at providing a firm foundation for the work of the CEHR
- the Commission for Integration and Cohesion looked at the barriers which prevent communities integrating

- the Discrimination Law Review of our anti-discrimination legislative framework.

Our Equality Scheme builds upon our previous Race Equality Schemes and Disability Equality Scheme. It is aligned to our Corporate Plan 2007/08 – 2010/11 and will assess the impact of our corporate priorities on our diverse communities. It has been developed as part of our ongoing dialogue with local people, partners, staff and the voluntary and community sector. It will be reviewed annually to ensure its continued relevance to local priorities and need. During the scheme's first year, we plan to apply our performance management arrangements to measure the impact of equalities and diversity. The targets will form the baseline of our Equalities Delivery Plan which will be published in autumn 2007.

The scheme is structured around the council's six key priorities which are:

1. A bright future for children and young people
2. Clean, green and safe
3. Supporting the vulnerable
4. Strong and healthy
5. A successful suburb
6. More choice, better value

Some key facts about Barnet

Barnet's population of 330,000 residents is expected to increase by 30,000 people by 2016. 16,000 new homes are being built as part of the regeneration of the borough. The Muslim community is likely to increase noticeably as a result of its present comparatively young age structure. This rate of change is different from other groups.

In addition¹:

- we are home to the largest Jewish and Chinese communities in England
- we have approximately 50,000 people of our residents are living with a long-term illness, health problem or disability that affects their daily activities or the work that they can do²
- nearly 6,000 people in Barnet are visually impaired and 7,000 are hard of hearing
- our under 19 population is just under 80,000. It is ethnically more diverse than the population overall with 133 languages being spoken by primary school age children
- we have almost 45,000 people aged over 65 living in the borough.

1 Barnet in Facts and Figures www.barnet.gov.uk/informationobservatory.htm

2 Barnet Primary Care Trust (2005) Improving Health and Well-being in Barnet update

We are also a borough of contrasts. Along with the areas of prosperity, there are significant pockets of deprivation clustered along the western part of the borough along the A5 corridor in the wards of Burnt Oak, Colindale and West Hendon. Together with Underhill ward in the north of the borough, these wards are home to 21 percent of the borough's children and young people. There are also thirteen areas within the borough consisting of Super Output Areas (SOAs) which fall within the 30 percent most deprived SOAs nationally. The population profile of the SOAs reveals a significantly higher population of people from BME communities.

Residents living in these areas are more likely to experience higher crime, lower educational attainment, higher unemployment and poorer health. In some areas almost one third of residents have no qualifications and a significant number of people claim unemployment benefit. These communities have higher rates of coronary heart disease and lower birth weights and as a consequence much lower life expectancy than the borough average. Life expectancy can vary by as much as four years between the most affluent and most deprived areas of Barnet.

Regeneration work in Grahame Park, Stonegrove, West Hendon and Dollis

Valley will transform the homes on these estates which are located in the SOAs, raising them to the decent homes standard. The £4.2bn redevelopment of the Cricklewood/Brent Cross area will be instrumental in improving the borough's economic prosperity and will reduce some of the differences cited above. We believe these schemes will support our ambitions cited in our Sustainable Community Strategy.

Barnet – Our values and vision

Our vision is to make Barnet a better place for current and future generations. This vision is underpinned by a number of values:

The Place

Barnet is changing, we are growing, and we are becoming younger and more diverse. Our growth will bring new businesses, retail and leisure facilities and new employment opportunities. We are creating new, socially integrated communities and planning effectively for this growth through the development of the Barnet Bond to increase investment in our public infrastructure to support this rapidly growing population.

As a 'place shaper' we are developing a borough that will look and feel very different in the next 10 years through our protect, enhance and

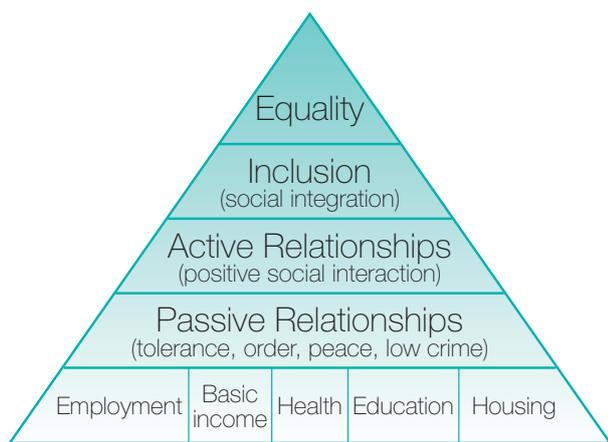
grow approach. We need to be responsible for the well-being of an area by providing strong community leadership based on the needs and aspirations of our citizens. Our ambitious Cricklewood/Brent Cross redevelopment project is located in the most religiously diverse area in Barnet.

Enhancing our reputation as a winner of a Beacon Council award for Community Cohesion, £96,000 was awarded to the borough to work with its Muslim partners to build confidence and capacity amongst young Muslims. We know that community tensions arise when there is a perception that the 'place' is being shaped in a way which does not encourage all residents to fulfil their aspirations, nor encourage them to participate in the wider community. We are currently working in partnership with Muslim community organisations³, local mosques, Middlesex University, Barnet College and Barnet Voluntary Service Council to deliver a range of projects aimed at increasing our knowledge of our diverse Muslim communities. This knowledge will inform the delivery of future public services.

Local authorities together with other public services play a vital role in building the foundations of a successful suburb and promoting

³ Ayesha Community Education, Iftiin, Paiwand Afghan Association, Somali Family Support Group

social and community cohesion. We agree with the model depicted in the Department for Communities and Local Government (former ODPM) report 'State of the English Cities' (2006) that social cohesion is a multi-faceted notion covering many different kinds of social phenomena. Barnet believes its success at promoting social cohesion mirrors the building blocks depicted in Figure 1. Delivering quality public services is a vital element to promoting community cohesion. But, it is our role as a community leader which is gaining importance.



Different Dimensions of Social Cohesion (Figure 1)

In our capacity as a community leader we have made the following commitments to Barnet residents⁴:

- all residents, service users, service providers, employees and partners in the community have a responsibility to promote equalities and challenge discrimination and stereotyping

- all residents and service users are able to participate fully in the life of the community and celebrate its diversity
- every resident and service user has equal access to high quality services that meet their needs. we recognise that there are some people who may need support in receiving this entitlement
- every resident, service user and employee is entitled to a safe environment free from discrimination and harassment.

As part of our preparation for our increasing population, we have started an ambitious programme to improve our current infrastructure using the Barnet Bond. We are rebuilding/remodelling twelve of our schools to ensure that our children have the best start to life. Disabled residents are dissatisfied with public transport. They want to move independently around the borough. We are not responsible for delivering public transport, but we are working with our transport partners to influence and inform them about local people's priorities. At a practical level we want people to feel confident about moving around on our pavements and crossing the roads. We are reducing street clutter in our town centres and adapting our pavements to improve mobility around the borough.

4 Putting the community first: Barnet's Equalities Policy 2002

The People

Barnet residents can expect excellence from their public services, good schools with good results and low levels of crime. Our residents are healthier and live longer than average for London. This well-being can only happen by working in partnership with a range of partners including our vibrant voluntary and community sector and other key partners who form part of our wider Local Strategic Partnership.

Our Customer Access Strategy has made explicit our commitment to delivering services in a fair and

transparent way using standards based on merit and appropriateness.

Understanding the needs and aspirations of our residents is vital to for us to adapt and change our services appropriately. Our current Sport and Physical Activity Best Value Review has revealed the high levels of dissatisfaction amongst disabled residents of accessing leisure facilities. At the request of Barnet Mencap we are currently exploring ways to increase disabled peoples' participation in leisure activities.

Barnet Multifaith Forum has been representing faith communities since 2003. They have been actively engaged in discussions on the Cricklewood/Brent Cross redevelopment project. The forum has played an important role in promoting peaceful and harmonious relations between our various faith communities by publishing a multifaith calendar which is used to inform our programme of civic events and council meetings. The forum regularly advises the council about the impact of our policies on faith communities and has delivered training to social work practitioners on multifaith child protection. The forum's fundraising expertise is gradually expanding and it recently received a grant from the Community Development Foundation.



Barnet's LGBT community play a significant role in making Barnet a desirable place to live. They have been increasing the profile of the community by participating in events with our local museum and other agencies. Sensitive policing, active dialogue with Barnet LGBT Network and a commitment to making the borough feel like a safe place to live and work is helping us to get the balance right. The network is developing a self-reporting process for victims of homophobic crimes to report incidents to the council's Safer Communities Team who will, if permitted, report the crime under the borough's third party reporting system. This is partly in response to a fall in the number of reported homophobic crimes in the last year. We want residents who experience hate crime to feel confident in our reporting arrangements.

Barnet Traveller Forum has been working with local travelling communities settled in Barnet to encourage the adults to support their children and young people in achieving their educational potential. The forum was set up as part of a wider pan-London initiative to assess the needs of the traveller community in terms of housing and access to public service. Engaging with these residents has revealed a community keen to participate in Barnet's wider community as active citizens but with a desire to maintain their own values, culture and language.

Active relationships with Barnet's diverse communities are managed through the Civic Network which informs the priorities of the borough's Local Strategic Partnership and acts as

the council's primary civic engagement tool. We are also developing the role of all elected members as 'democratic champions'.

The Leader of the council initiated a new civic engagement tool entitled 'Leader Listens' where he has been meeting with local residents on a ward basis to listen to issues of importance to them. Through this programme he has also been meeting with members of faith communities to discuss pertinent issues such as managing traffic flow and congestion on holy or festival days to reduce inconvenience and disruption to the wider community. Traffic flow, congestion and parking emerged as consistent themes in all the 'Leader Listens' events further illustrating Barnet's approach to cohesion that residents share similar concerns irrespective of their demographic profile.

The Organisation

Barnet Council is a major organisation. We employ around 7000 teaching and non-teaching staff. Our annual gross revenue budget in 2007/8 was around £790 million gross plus an annual capital budget of over £100 million. We therefore have to be fit for purpose and run along sound and efficient business principles, but also are mindful of our responsibilities as an employer.

We want to meet the differing needs of our customers by reducing some of the barriers that make it difficult to access public services. We want our staff to be skilled and adaptable to meet the future challenges of modernisation. We value innovation, risk taking and acting in an entrepreneurial way. We will develop and nurture talent within the organisation. Our participation in the Stonewall Diversity programme will further increase our ambition to be an employer of choice.

We want to support and enable the development of the organisation and its staff to better meet the changing needs of Barnet's diverse residents. Our local data confirms national findings from the Equalities Review that disabled people, Muslim people (though women in particular) and mothers of young children are those groups most likely to suffer disadvantage in the workplace in

terms of career progression, large pay gaps and discrimination. We have established the following principles which will begin to redress these inequalities:

Barnet will always strive to develop its people, recognising and responding to the diverse needs of its staff and to become recognised as an employer of choice. It will actively promote itself as a good practice employer

- the council will strive always to create and sustain a healthy and safe working environment, free from harassment and discrimination, treating all staff with dignity and respect
- all human resources policies, procedures, terms, conditions and benefits will be universal and consistent standards will apply to all Barnet's employees at every level of service and across the entire organisation
- we are committed to reaching the highest level of the Equalities Standard for Local Government within the timeframe of this strategy
- where possible, we will seek to maximise the employment opportunities for local people, although we will not actively discriminate against anyone from outside Barnet to achieve this.



Our key challenges and priorities for improvement

This section identifies our key equalities and diversity challenges for the improvement priorities outlined in our Corporate Plan.

Measures for success have been informed from a variety of resources including:

- Corporate Plan 2007/8 – 2010/11
- Barnet's Race Equality Scheme 2006/07
- Barnet's Disability Equality Scheme 2006/07
- Analysis of our performance data
- Analysis of our surveys and focus groups
- Consultation with our diverse communities.

Listening to local people

Even though we have a high resident satisfaction rate, we are committed to asking local people to identify the areas of the council that most need improving. We are actively listening to our residents and understand that different communities have specific priorities and different experiences of council activities.

To understand the impact of council services on residents we have used satisfaction ratings as our measure,

and resident feedback to advise us on service improvement priorities. These measures have been included in our Equality Delivery Plan which will be published in autumn 2007. The plan will be divided into our key themed priorities.

As a council we seek the views of our residents using our Citizens' Panel together with its specialist black and minority ethnic (BME) and disabled panels. A survey was undertaken with Citizen Panel members in August 2006 to identify residents' race and disability priorities by looking at following of areas:

- is the council doing enough to protect the rights of people belonging to different communities?
- how much prejudice do residents feel there is in their local area?
- what should the council focus on in order to promote disability and race equality?

As a council we are aware that we need to provide better feedback on what happens with the information

residents give us about council services. This Equality Scheme has partially emerged from feedback we have received from our residents over the last six to nine months from the sources listed above and others including our Annual Residents' Survey 2006/07, Best Value Performance Indicator General Survey 2006/07 and our Barnet Council Staff Survey 2005/06.

Promoting race equality

Promoting race equality, eliminating discrimination and promoting good relations between groups of people from different racial groups are the component parts of the public duty to promote race equality. Our summer 2006 Citizens' Panel asked a series of questions relating to people's attitudes towards racial prejudice and discrimination and their perceptions of whether attitudes had changed over time. The information received was compared to baseline data from the 2005 Home Office Citizenship Survey on which the questions relating to attitude were based.

Twenty nine percent of Barnet's residents believe there was more racial prejudice in 2006 compared to 5 years ago. This figure is less than the national figure of 48 percent confirming our Annual Residents' Survey that says that Barnet is a good place to live.



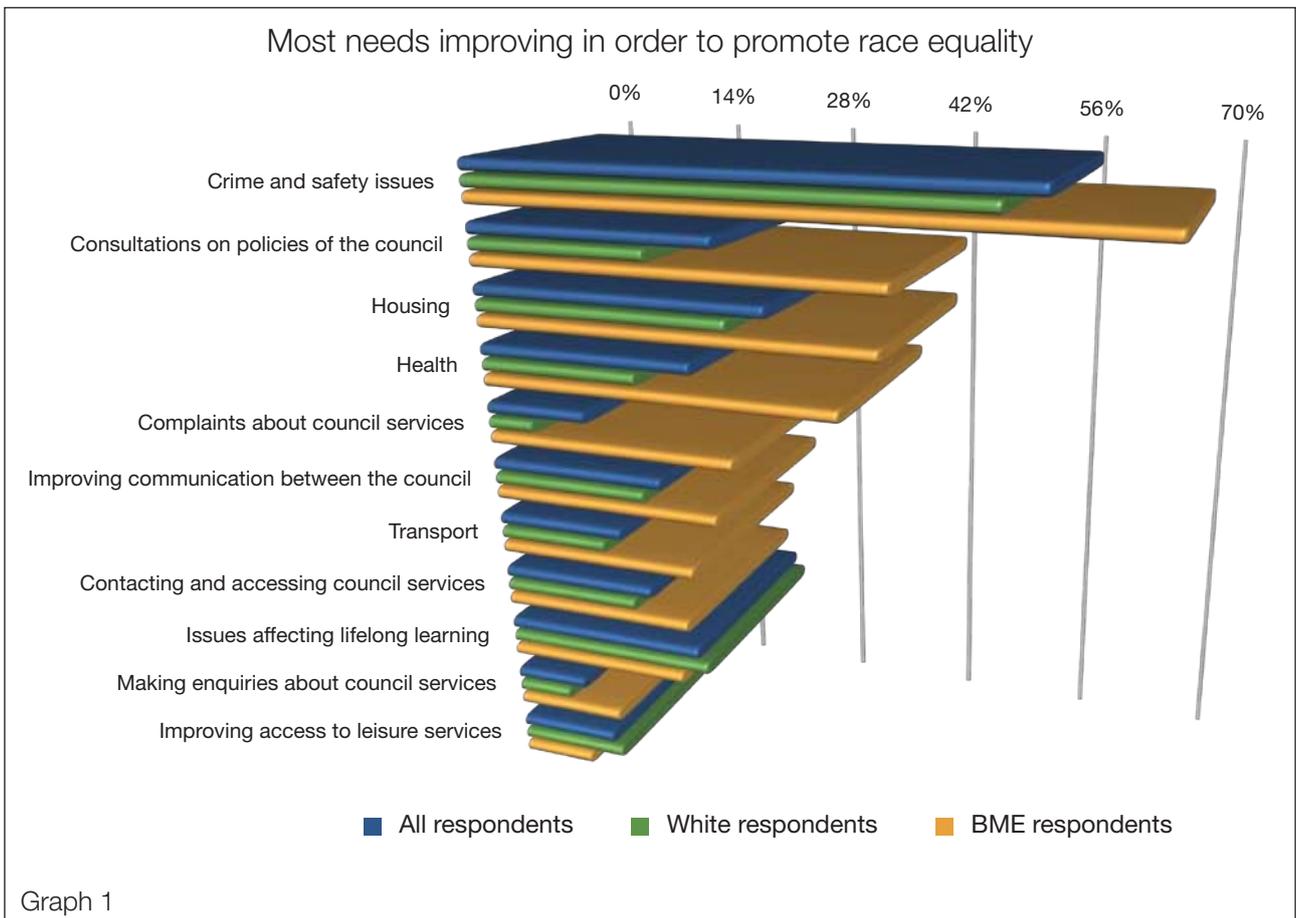
Further profiling showed that 18-24 year olds are more likely to say there is less racial prejudice than five years ago compared to other groups.

When asked to list the most important services/issues to promote race equality, the top five ranked by BME respondents were:

Crime and safety issues (71%), Housing (50%), Health (45%), consultations on policies of the council (36%) and Improving communication between the council (29%) (see graph 1).

However, when asked to list the top 5 areas in need of improving to promote race equality the list

changed significantly. They chose: consultations on council policies (43%), housing (42%), complaints about council services (27%), improving communications between the council (25%) and contacting and accessing council services (21%). Relevant activities consistent with the Corporate Plan and measures of success are included in the Equality Delivery Plan. Results were similar for white respondents.



Graph 1

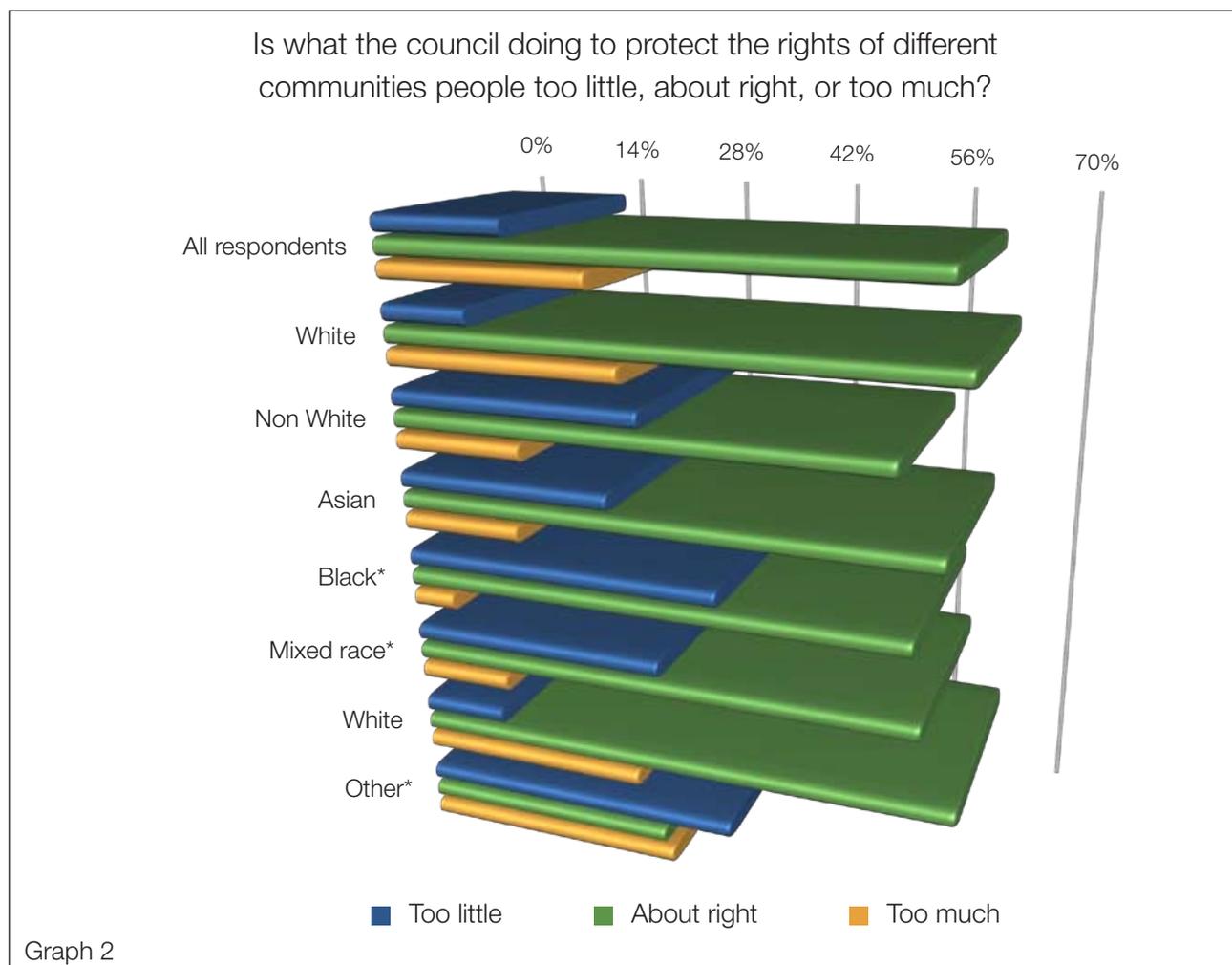
Does the council do enough to protect the rights of people from different communities?

When asked whether the council was doing enough to protect the rights of different communities' people almost two thirds of respondents from different communities felt the council was doing enough (graph 2).

Further profiling showed that men, 18-24 year olds, BME respondents, and respondents without a disability were the most dissatisfied. Graph 2 also shows that over one-quarter of white respondents believe the council

is doing too much to protect the rights of people from different communities, whilst in the 'other' category the respondents are evenly distributed.

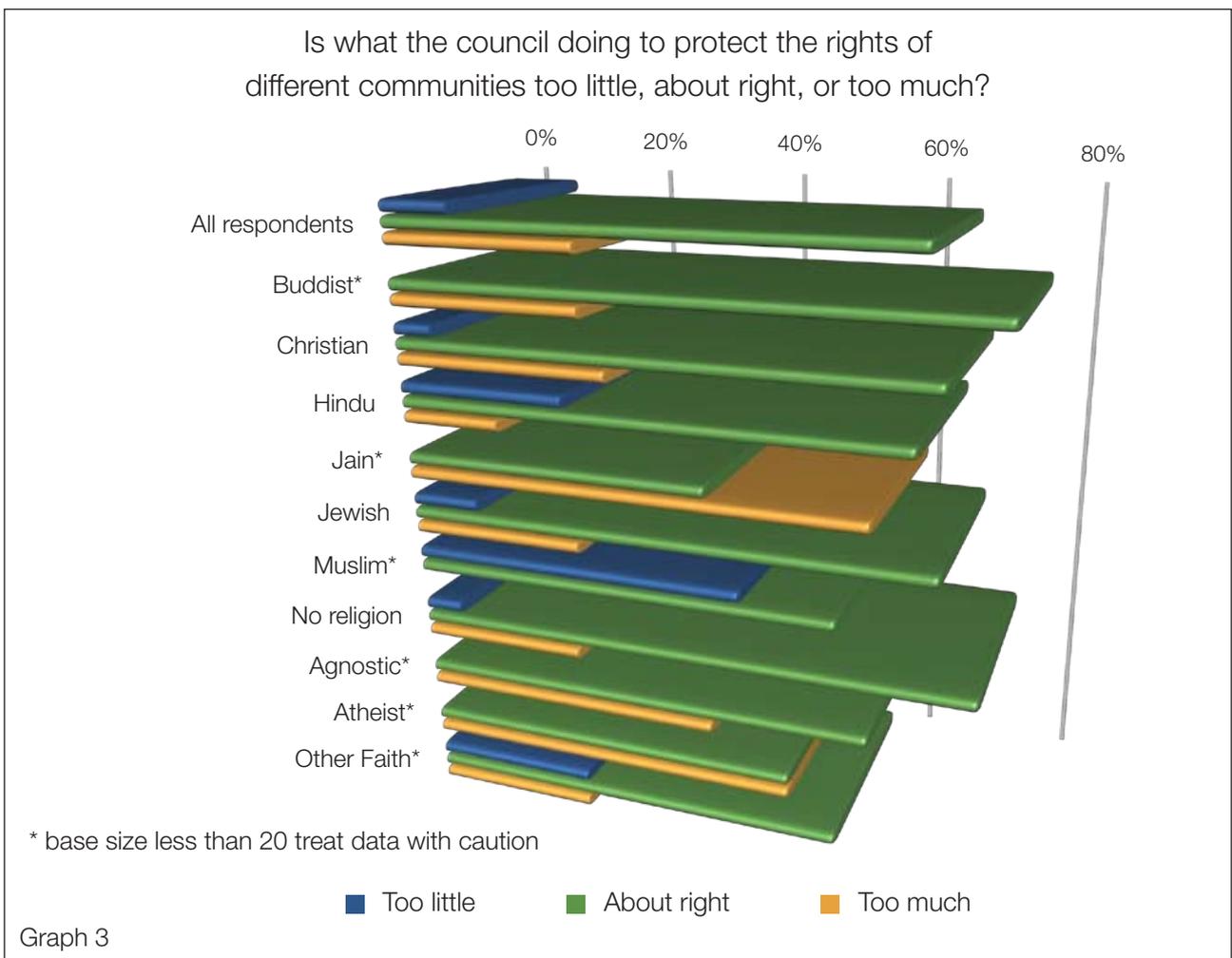
Further work needs to be done with Barnet's white communities to understand this high level of dissatisfaction. These attitudes were confirmed in our 2005/06 Residents' Attitude Survey, but were not significantly different in our 2006/07 results. Focus groups will be conducted during the summer of 2007 with this group to understand what is driving these attitudes.



When this information is divided into faith communities (graph 3), figures reveal that more Muslim respondents believe the council is doing too little to protect the rights of different communities (44%) compared to our Jewish community (9%).¹ Given that Barnet has the largest Jewish community in England, this low figure could be due to the Jewish community engaging with other agencies to offer support and protection. The Community Security Trust – a specialist

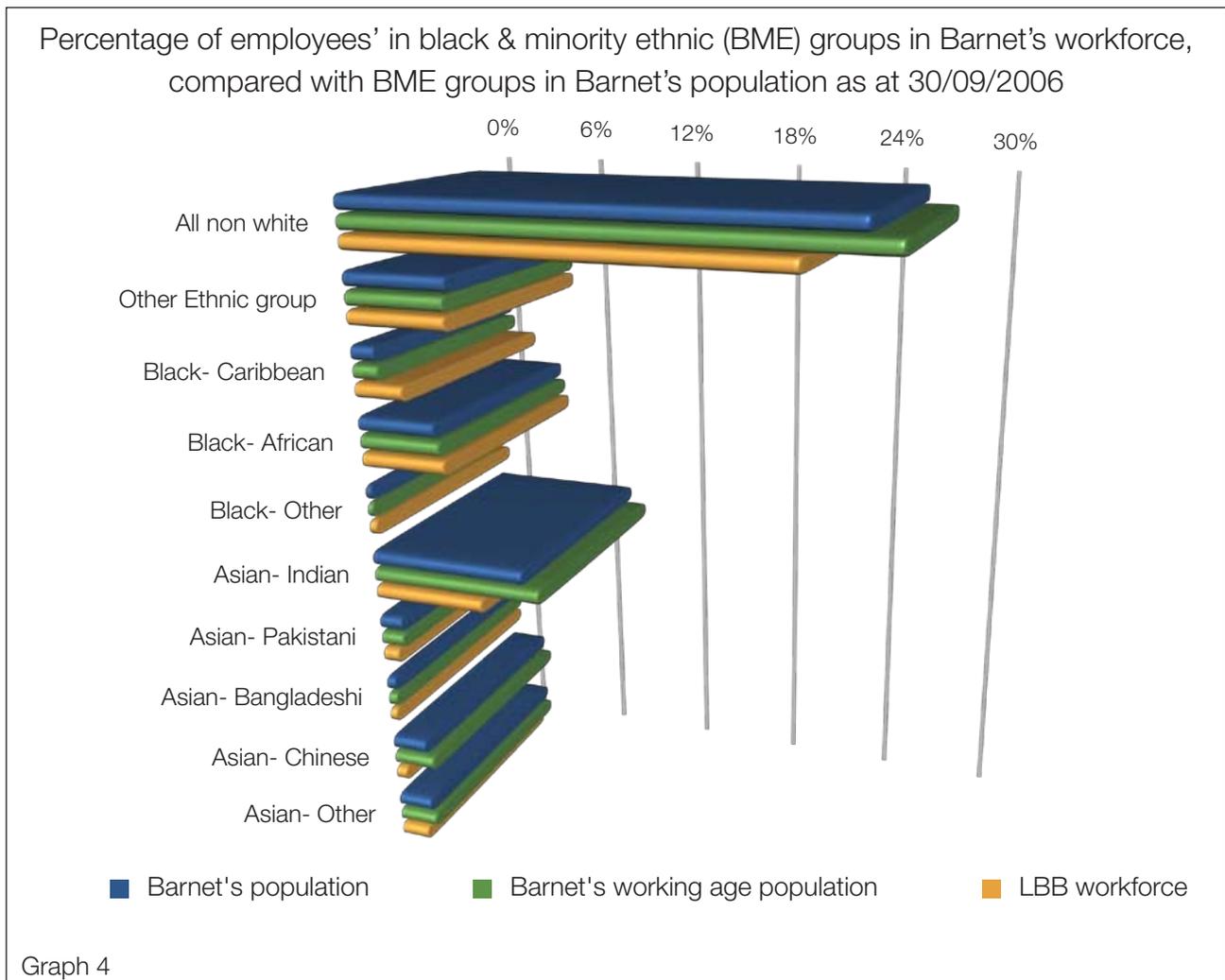
organisation providing support to our Jewish community recorded 455 anti-Semitic incidents in 2005 compared to less than 100 reported to the police. 22 percent of Hindu respondents also believe the council is not doing enough to protect the rights of different communities. Our latest Annual Residents' Survey 2006/07 shows that 36 percent of our residents feel that we need to reduce the fear of crime. Further work needs to be undertaken to enable us to better understand our communities' perceptions of Barnet as a place to live.

¹ Though the numbers are small, the information produced is statistically acceptable and gives an accurate understanding of the values and attitudes of Barnet's residents at the time of survey.

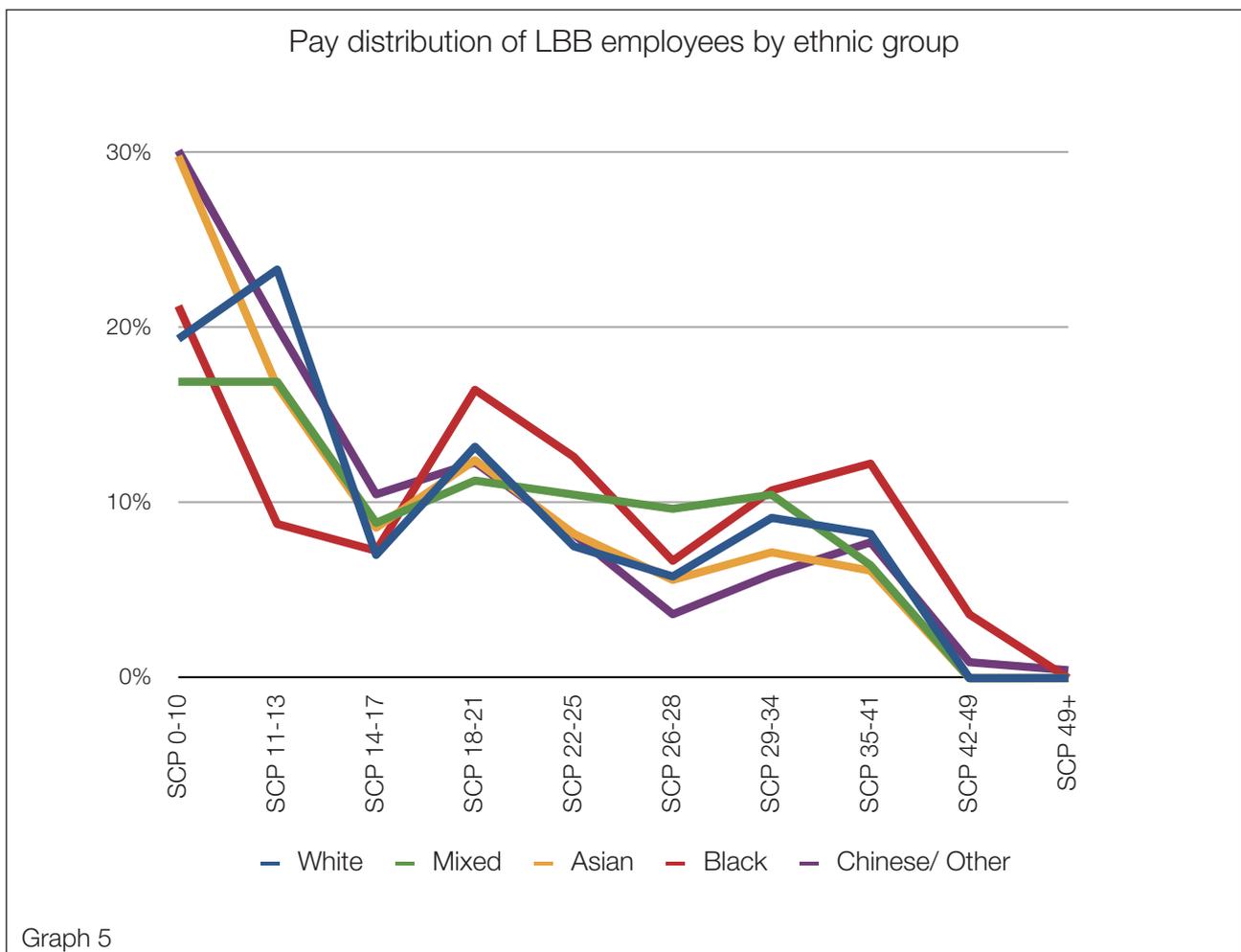


Workforce data

Part of the public duty to promote race equality is to promote equality of opportunity between different ethnic groups. An analysis of our workforce data was undertaken and revealed; 26 percent of Barnet's working-age residents are from BME groups (Census 2001) compared to 23 percent of Barnet's staff. There is a variation between different BME groups in our workforce. There are a higher number of Black groups working for the council compared to Asian groups, in particular Indian and Chinese people (graph 4).



Looking at the BME group in detail (graph 5), Asian and Chinese/Other groups are more concentrated at the lowest pay grades than other groups. Black groups do much better in terms of pay having a lower proportion at the lower pay scales and an increased presence at higher scales.



Graph 5

Promoting disability equality

The Disability Discrimination Act 2005 sets out a General Duty to promote disability equality. The duty requires the council to have due regard to:

- promote equality of opportunity between disabled persons and other persons
- eliminate discrimination that is unlawful under the Act
- eliminate harassment of disabled persons that is related to their disabilities
- promote positive attitudes towards disabled persons
- encourage participation by disabled persons in public life
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons²

In our first Disability Equality Scheme we state that Barnet Council has adopted the social model of disability. This means that we accept that disabled people are inhibited from leading fulfilled lives because of inherent barriers in society.

We are committed to achieving the 2025 vision³ that disabled people will

have full opportunities and choices to improve their quality of life and be respected and included as equal members of society.

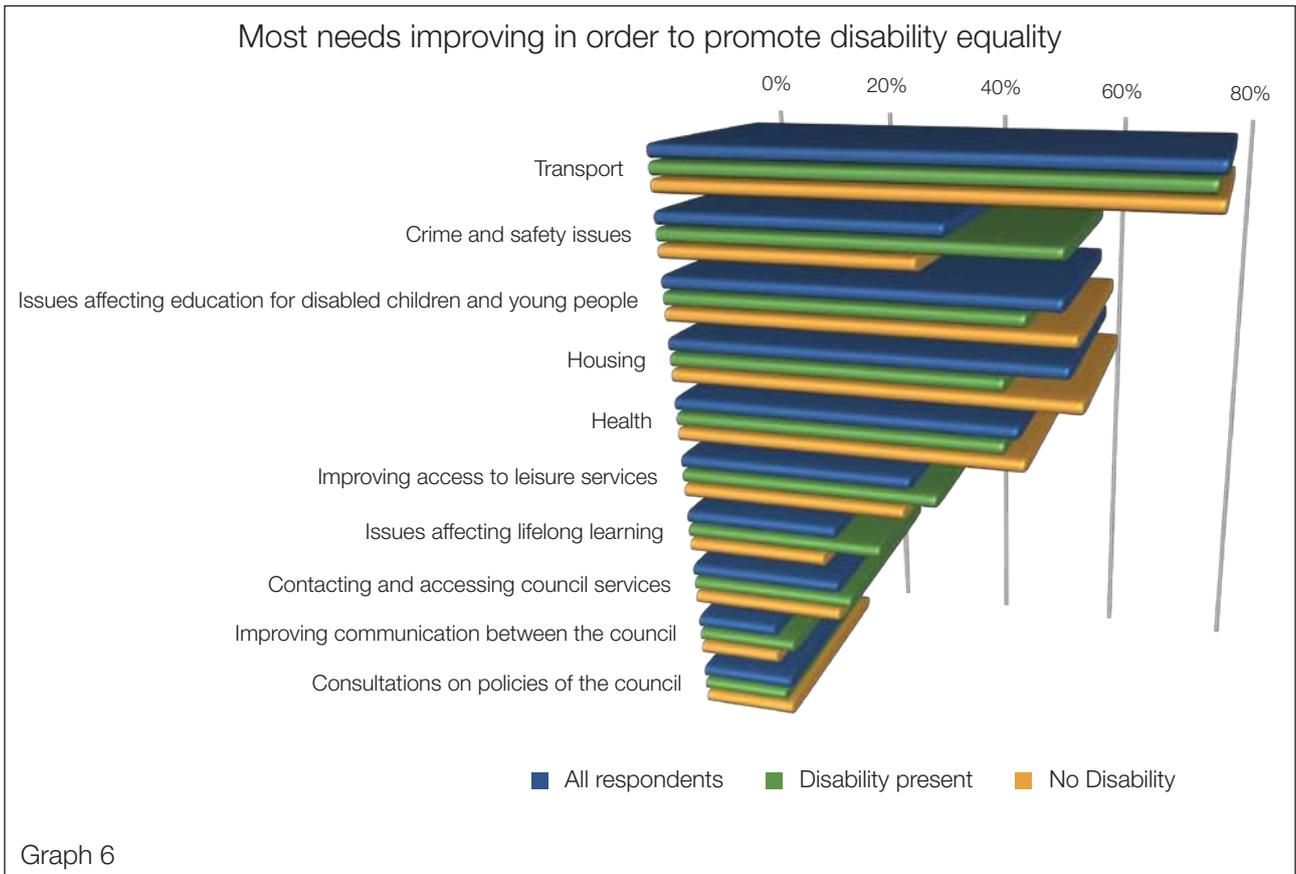
Disabled residents believe the council could do more to protect the rights of disabled people (graph 6). They believe the top five services/issues to promote disability equality are: Transport (77%), crime and safety issues (58%), issues affecting education for disabled children and young people (53%), housing (50%) and health (50%).

Further profiling shows women, 18-24 year olds, over 65 year olds and people from black and minority ethnic communities are also more likely to say the council is doing too little to protect the rights of people with a disability.

When asked to list council services most in need of improving to promote disability equality, they chose housing (38%), contacting and accessing council services (34%), improving access to leisure services (27%), consultation on council policies (24%), making enquiries about council services (22%).

² The Duty to Promote Disability Equality: Statutory Code of Practice www.drc.org.uk/uploaded_files/documents/2008_477_DED_code_Dec05.doc

³ "Improving the life chances of disabled people" Prime Minister's Strategy Unit 2005



The priority ranking was similar for both disabled and non-disabled respondents

Workforce data

Almost two percent of Barnet Council's workforce identifies themselves with a disability as stated in the Diversity Monitoring Form. This compares to 11 percent of working age residents in Barnet's community. At present we cannot distinguish between the different types of disabilities. We are actively committed to encouraging disabled people to apply for vacancies in the council. We are currently working with local disability organisations offering volunteering opportunities to work-ready disabled people in different

positions in the council. Work was also done through Return 2 Learn to increase literacy and numeracy skills for some sections of our workforce.

Promoting gender equality

The Gender Equality Duty came into force in April 2007 and places a duty on public authorities to promote gender equality by proactively taking action to:

- eliminate sex discrimination and harassment
- promote equality for women and men

The general duty is supported by a number of specific duties including:

- publish an action plan with gender equality goals identified
- consult employees, service users and other stakeholders as appropriate
- publish the scheme setting out goals and planned outcomes
- monitor progress and publish annual reports on progress
- review the gender equality scheme every three years
- develop and publish a policy on developing equal pay arrangements between women and men - including measures to promote equal pay, ensure fair promotion and development opportunities and tackle occupational segregation
- these policies must be reviewed at regular intervals (for example every three years)
- conduct and publish gender impact assessments (consulting appropriate stakeholders) of all proposed developments in services, policy and employment
- develop and publish arrangements for identifying developments that justify conduct a formal gender impact assessment.

Our gender equality work will focus on ensuring that all our salaries

and allowances do not have any unintentional gender inequalities.

We want to use the gender duty to tackle systematic discrimination more effectively. In-order to tackle gender equality the integral nature and prevalence of gender-based violence in society must be acknowledged and addressed. Violence against women impacts on women's safety and well-being, their mental and physical health, their earning capacity, their career, their access to services, their role in public life, their families and communities. The impact of violence against women cuts across all of our corporate priorities. One in four women will experience domestic violence in their lives according to Home Office findings and domestic violence accounts for 25 percent of violent crime in Barnet.

It is also important to understand that when we are 'promoting equality for women and men' we do not mean 'same treatment' but rather 'appropriate treatment,' according to need. Gender differentiates people's experiences of crime; women are far more likely to be seriously assaulted in their own home, than on the street by a stranger. On each dimension of severity of abuse, women are more heavily abused than men and therefore require more domestic violence support services. Their level of service use is higher amongst those who suffer more

frequent and severe forms of abuse and more serious injuries.

The local authority has a central role in tackling domestic violence. Some of the identified key corporate responsibilities as part of implementing the gender duty are to:

Develop a Domestic Violence Strategic Group

This will ensure that domestic violence is acknowledged as a responsibility and priority for all key agencies to address and mainstream into their strategic and operational plans, which are then supported by nominated individuals and strong leadership with clear lines of accountability. The group will consist of senior representatives from the council, police PCT and other key partners

Develop a Domestic Violence Policy

Given that 76 percent of Barnet employees are women, and that each year almost 10 percent of women in Barnet will experience domestic violence, it is vital that managers know how to respond to employees who seek assistance and support, as people who have experienced domestic violence and understand their roles and responsibilities towards

employees who perpetrate domestic violence.

This policy will seek to raise awareness of domestic violence and develop a workplace culture where it is recognised as a crime and unacceptable. It will also acknowledge that for those experiencing domestic violence it affects their whole lives, including work and job performance.

Deliver domestic violence training to relevant staff

As the major provider of essential services for people affected by domestic violence, especially housing, social care and education, it is vital that services are able to support people who have experienced domestic violence with a quality and safe service from appropriately skilled and supervised staff.

Provide publicity, to raise awareness around domestic violence

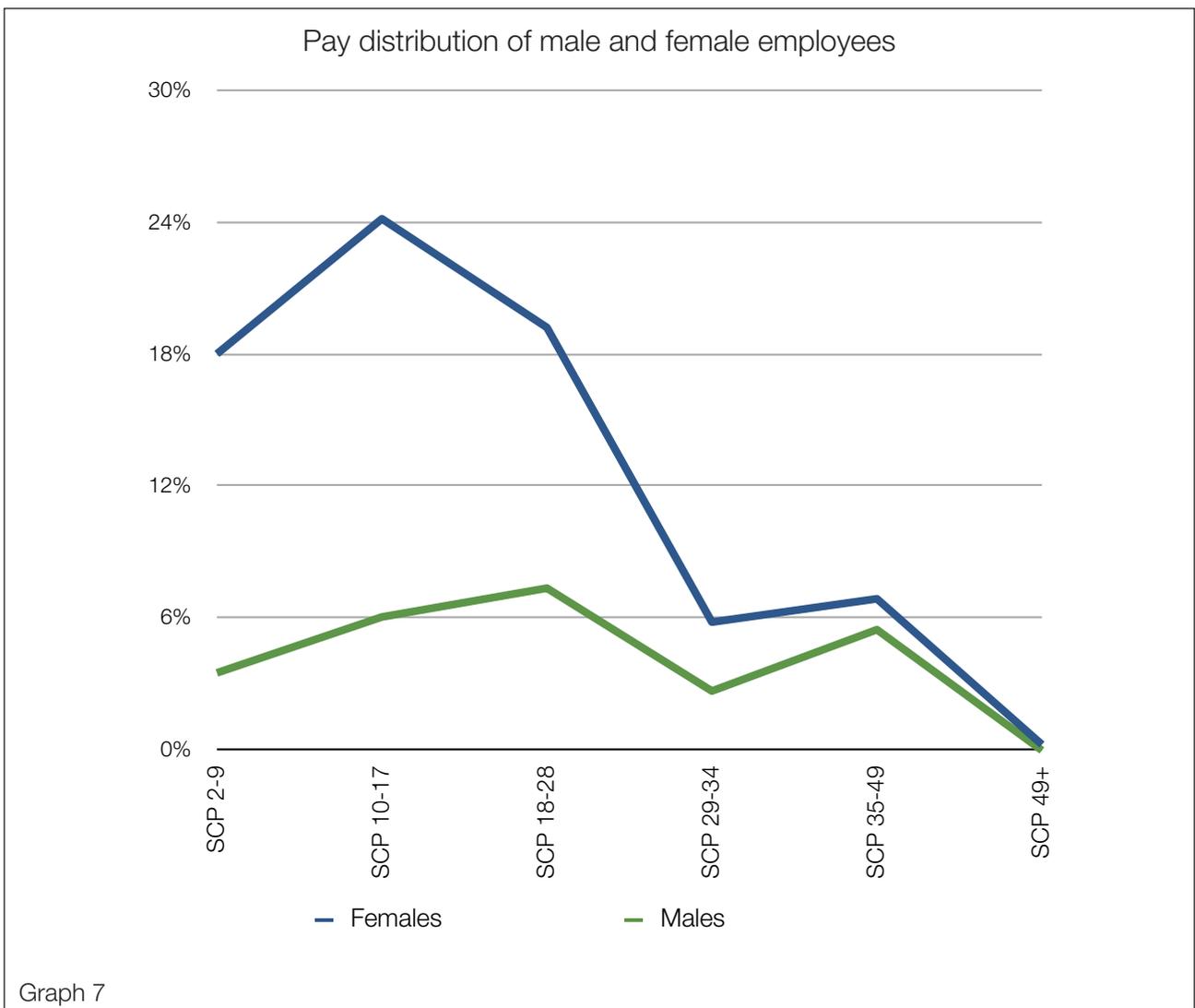
We want Barnet to be a safe place for all to live. Residents need to have access to accurate information, which increases their understanding of domestic violence and informs people about local support services. We want to encourage people who have experienced domestic violence to

contact support agencies and report incidents to the Police.

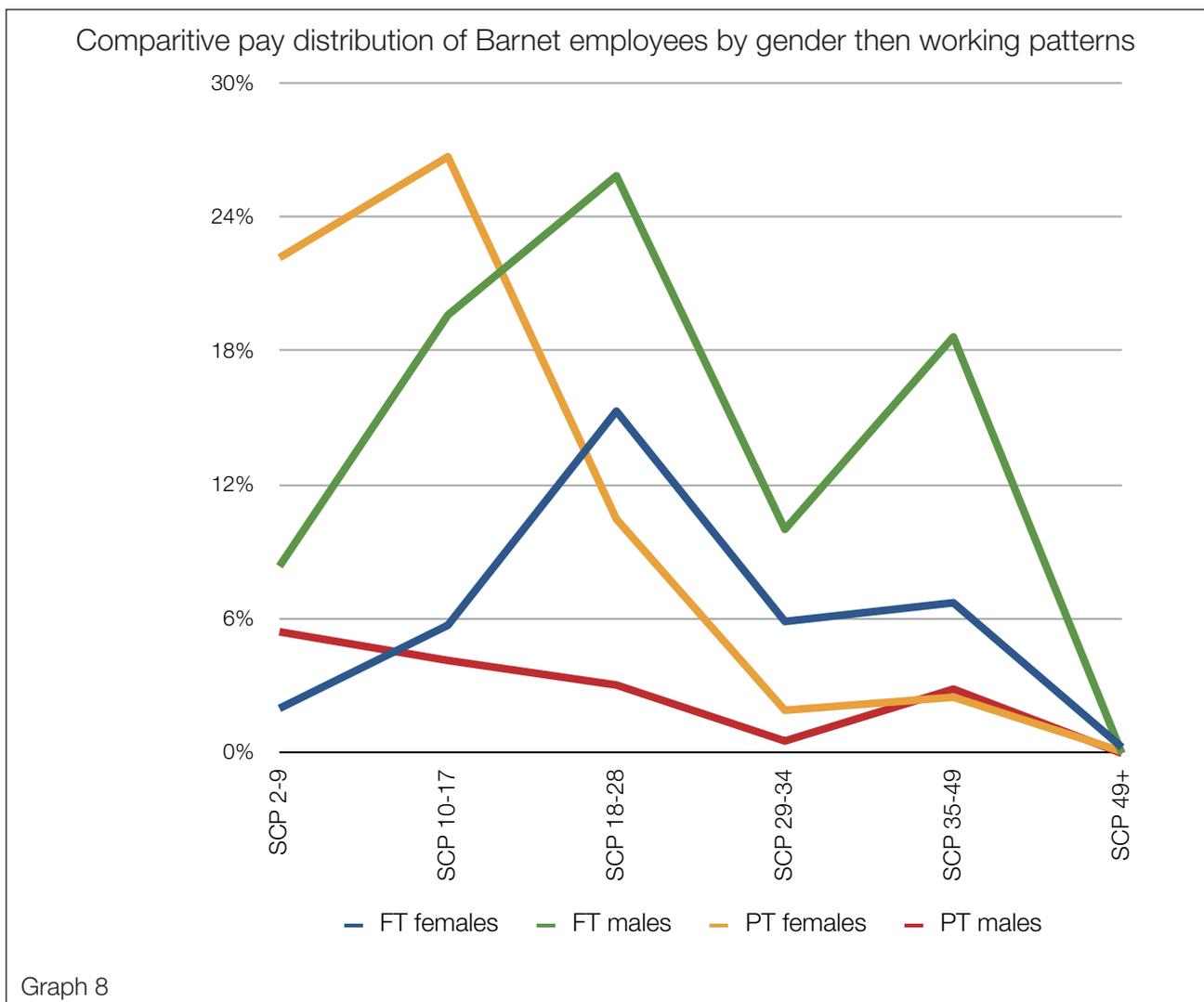
Workforce Profile

Barnet's resident population is 52 percent female and 48 percent male, based on our 2001 Census data. This compares to 76 percent of Barnet staff being female and 24 percent male. The imbalance is marginally redressed pan-London with 76 percent of local government employees being female and 24 percent male. The distribution of male and female employees reveals that whilst female pay distribution is

skewed towards the lower pay scales, male employees are evenly spread across the pay scales as illustrated in graph 7.



Analysis of pay distribution from 2005 shows a marked difference between male and female staff based on gender and working patterns. 42 percent of full-time equivalent female employees hold senior grade jobs despite making up over 76 percent of the workforce. 49 percent of Barnet's employees work part-time. Of these, 92 percent are female. Female employees are clustered in low-paid, part-time work. We want to promote part-time and flexible working opportunities at all levels of the organisation which should alter the current balance (graph 8).



Key equalities actions and measures of success

The key actions and measures of success have been taken from our six corporate priorities and have been chosen on the anticipation that their impact will have a distinct equalities dimension. Where possible, we have quantified key measures for success to ensure we are making a difference to all our residents. Details of each measure including targets and timescales will be published in autumn 2007.



A bright future for children and young children

Children and young people in Barnet have many opportunities to fulfil their potential. We have very good schools that consistently achieve excellent examination results.

OfSTED judged 78 percent of our schools as good, compared to 58 percent of schools nationally, with 66 percent of pupils achieving five or more good GCSE passes placing us in the top 10 local authorities nationally and the third highest performing local authority in the country when it comes to the progress pupils made by the end of primary school. We have 335 children who are looked after which

is well below our target of not having more than 350 children in care.

Twenty four challenging objectives are set out in Barnet's Children and Young People Plan, built around the five outcomes of the 'Every Child Matters' statutory framework. This requires the Children and Young People's Strategic Partnership Board to ensure children and young people are healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well being. Barnet's Children and Young People Plan has a clear focus on improving outcomes for vulnerable children and young people. to ensure that all children enjoy the benefits and prosperity of the borough.

Our priorities are:

- improve services for children with complex needs
- reduce the number of looked after children and improve the outcomes for those children that are looked after
- improve educational outcomes for children whose achievement is at risk
- improve the post 16 education, employment or training opportunities for vulnerable young people.

Measures of success:

- increase the educational achievement of pupils with special educational needs
- increase the attainment of black pupil at GCSEs 5+ including English and maths
- reduce the percentage of young people with special educational needs not in education, training or employment



Clean, green and safe

Ensuring Barnet is a clean, green and safe

borough is key to improving quality of life. Research shows that the quality of people's surroundings substantially impacts upon levels of crime and disorder, and how safe they feel.

We are committed to working hard to make sure that all our neighbourhoods are safe, clean and green. Working closely with the police, we will continue improving our local environment, by tackling enviro-crime such as littering, fly-tipping and graffiti and by reducing crime and anti-social behaviour.

We are committed to a sustainable community through minimising waste, increasing recycling and reducing energy use to preserve the environment for future generations.

Our priorities are:

- improve customer satisfaction with street cleansing
- increase understanding about our commitment to recycling
- improving our transport infrastructure
- work with partners to promote and improve community safety
- reduce the fear of crime.

Measures of success

- improve customer satisfaction with street cleaning (as measured by our Resident Attitude Survey)
- increase recycling and composting
- reduce the fear of crime



Supporting the vulnerable

A strong and sustainable borough is an

inclusive borough. We must respond to the needs of all our residents, especially the vulnerable, the homeless, adults with a disability, and older people who become frail.

We are committed to supporting vulnerable adults to live independent and active lives. We will support them in this by providing high quality, customised and flexible services. We will respond to user and carer needs while continuing to provide value for money.

314 people received Direct Payments from the council, enabling them to buy their own social care. Residents from BME communities have particularly benefited from this scheme. This is recognised nationally as good practice, but we want to encourage other communities to benefit from this system. There is also a higher incidence of Asian people with learning difficulties who receive services from Adult Social Services. We have started building work on 323 affordable homes in the borough - 111 more than our initial target. The number of homeless people accepted by the council has dropped by 28 percent, and the council has helped 405 people with learning disabilities to live at home through the New Supported Living schemes.

Our priorities are:

- maximise the independence of older people and those requiring care and support
- increase affordable housing and provide real alternatives to homelessness
- to meet the 2025 vision to create opportunities for Barnet's diverse disabled community to have full opportunities and choices to improve their quality of life
- meet the decent home standards by 2010.

Measures of success

- increase the number of adults receiving direct payments
- increase the number of affordable houses
- reduce the processing time for new housing and council tax benefits.



Strong and healthy

A thriving sense of community and a healthy

lifestyle, makes a huge difference to the well-being of our residents. On average, Barnet residents enjoy better health and life expectancy than the rest of the country. However, this is not true for all communities and individuals.

One of the reasons that Barnet is so successful is that people want to live here and take pride in our community. This sense of community is facilitated by the council and its key partners to create conditions which encourage an active community to thrive and act cohesively. We are embarking on exciting partnership work with Barnet Primary Care Trust (PCT) to improve the health and well-being of local people, targeted towards those communities with particular health predispositions. such as the increased rate of diabetes and coronary heart disease amongst BME communities.

The PCT is currently liaising with the Barnet Multifaith Forum on this issue.

Some of our achievements include enabling people to look after themselves whether by participating in our cardiac rehabilitation scheme, embarking on physical activity either in one of our premier parks or one of our recently refurbished leisure centres, or increasing the number of our Looked After children receiving health checks. More work is needed to increase the reporting of race, hate, faith hate crime, domestic violence and homophobic crime and to improve the collection of data to improve our understanding of our customers and their needs.

Our priorities are:

- provide opportunities for people to participate in civic affairs
- build the role of members as champions of their communities
- use customer data intelligently to ascertain needs and wishes
- ensure the provision of good services are perceived to be provided fairly and meet the different needs of sections of the community
- to work with Barnet PCT to improve the health of the local population
- improve access to health services.

Measures of success

- reduce the perception of residents who believe the council is doing too much to protect the rights of different people
- Residents' Attitude Survey: Increase the feeling that the council involves residents a great deal or somewhat
- increase smoking quitters in the seven most deprived wards
- develop 85 additional supported living units for people with severe and enduring mental health problems
- increase the number of people with learning difficulties with a personalised health action plan
- implement the Barnet, Enfield and Haringey Clinical Strategy.



A successful suburb

As an expanding and changing city-suburb, we will experience major structural and demographic changes as the population and economy grows. Improved access to central London, the active use of new developments that promote diverse lifestyles and the increased range of new build housing stock is expected to attract a range of different communities and managing this growth and ensuring Barnet's

attractiveness continues is both a challenge to and an opportunity to enhance social cohesion.

Consulting with older and younger residents on the new town centre strategies will enable us to better design our public space. We are positively providing the physical manifestations of faith commitments: these include the building of a temple in the Golders Green ward, building a Jewish school in East Barnet and erecting the eruv in Edgware. We previously supported the erection of the existing eruv in Golders Green.

Our priorities are:

- become the voice of the suburbs
- deliver the three strands approach of protect, enhance and grow
- deliver housing growth in a sustainable way
- create the conditions for a vibrant economy
- improve transport infrastructure to maximise movement opportunities.

Measures of success

- increase the percentage of residents satisfied with their area as a place to live
- percentage of residents who think that the council is making the area a better place to live.

More choice, better value

We are committed to improving the way we work, to provide community leadership and extend community choice. We have made a commitment that the amount the council spends on support services in 2010 will be no greater than in 2007. As part of this commitment, our vision for the council is to become:

“A smaller entity with a smaller but more efficient corporate support function and a greater concentration of resources on outcomes.”

As an employer, we will achieve our aims and meet our legal responsibilities by:

- equipping our staff with the necessary skills and training
- ensuring managers have the skills and knowledge available to make reasonable adjustments to meet the needs of disabled staff
- ensure all staff surveys are analysed along diversity profiles to measure differential impact
- improve our monitoring systems and analysing and acting upon the findings.

Through our “Modernising the Way we Work” programme we introduced flexible working pilot projects which offer a better work/life balance for Barnet employees. Remote access to their IT systems enables front-line

staff to spend more time with members of the public. A successful pilot was undertaken with 25 officers in Housing Benefits and there has been a roll out of handheld technology to children's social workers.

As a procurer of goods and services we will meet our equality priorities and duties by undertaking the following⁴:

- placing an expectation on our appointed contractors to share and deliver our equalities and diversity priorities
- ensuring that both disability equality and gender equality along with other equality and diversity considerations are taken into account when procuring goods, works, or services from external providers
- monitoring our contracts for compliance including appropriate terms and conditions
- increasing staff's understanding about the role of equalities in procurement.

Our priorities are:

- to maintain better outcomes for the community through effective partnerships
- maximise residents' satisfaction
- support and enable the organisation and its staff to better

meet the changing needs of the community

- provide customers with choice of access to services and service information.

Measures of success

- delivery on the council's Human Resources strategy: pay and grading
- increase the percentage of corporate customer services enquiries resolved and processed within the agreed timescales
- increase resident satisfaction with opportunities for democratic engagement using the Citizens' Panel.

⁴ Disability Equality And Procurement In Local Government – CRE 2003

Delivering our priorities

We know that we can achieve more working together. Our experience has shown us that to ensure that equalities is integral to everything we do, we must differentiate between work that is done at an external level through our Local Strategic Partnership (LSP) and internally through the council's infrastructure.

Working in partnership

Barnet's LSP is committed to working towards the goals in our Sustainable Community Strategy and enhanced through our Local Area Agreement targets. Our partnership boards covering children and young people, health and social care and crime and anti-social behaviour reduction further support the delivery of public services aimed at providing better outcomes for Barnet residents. The LSP has a two tier structure of an **Executive Group** and **Community Steering Group** with **Barnet Civic Network** acting as the council's primary civic engagement tool.

Delivery mechanisms

Our delivery plan will take place over three years. Delivering our equalities priorities the Barnet way will be done through the following:

Barnet Council's Cabinet will provide positive leadership and strategic direction for the council both with

individual portfolio responsibilities and as part of the corporate responsibilities of the executive through the Leader of the council.

The Executive Director for Communities will be the strategic lead officer responsible for embedding and mainstreaming equalities and diversity into the Council's corporate planning structure and will be supported by the **Corporate Equalities and Diversity Group**. This council wide group will act as a knowledge and learning forum for the council advising on equalities and diversity policy, best practice and community engagement. The corporate Equalities and Diversity Group is supported by the council's Directors' Group and each director is personally responsible for the leadership and inspiration for equalities to be cascaded through their individual directorates.

The council's progress at promoting disability equality against the targets outlined in the disability delivery plan will be monitored and reviewed by

Barnet Disability Equality Advisory Group which is an independent advisory panel comprised of members of Barnet's disabled communities. Similar models are being explored to monitor and review progress on the council's performance in promoting race equality and gender equality.

Resourcing the scheme

The objectives, targets and activities have been developed as part of the council's integrated approach to service planning, resource prioritisation and resident feedback. The council's robust financial management systems will support the successful delivery of these corporate priorities.

Developing our workforce

It is essential we have the right people, with the right skills in the right place at the right time to maintain and improve existing and future services. We have been conducting workforce monitoring since 2003 and adopted a corporate Diversity Monitoring Form in 2005. Our challenge is to ensure we have systems in place and manage data intelligently to analyse the biggest discrepancies across different groups. We then use this to identify priority areas for improvement to meet our equalities responsibilities as an employer.

Managing our data

Demographic analysis is conducted across the council to inform service planning. A series of web pages are available at www.barnet.gov.uk/informationobservatory which provides access to key Census data and analysis. It also provides signposts to other external information sources.

The recent purchase of the Mosaic data set will enable us to have sophisticated demographic profiles using a combination of public sector and commercial data. The data will help us to understand and anticipate customer interests, needs and demands and allow us to shape services to meet them. When used in conjunction with existing customer data it can help us identify which households are not currently accessing particular services, or which households are at risk of particular disadvantage.

Barnet Children's Services established an Information Sharing Index in 2003 which gained national recognition in 2006. The index will allow practitioners to access basic information on children aged up to 18 through a unique reference number to track children who move around the country. We also track the educational attainment of individual pupils as they progress through the education system and to allocate resources to schools to ensure those children with an increased risk of not achieving their educational potential receive additional support. For example, Somali pupils have been failing to achieve their educational potential by Key Stage 4 despite performing well at Foundation Stage. But, this trend will be reversed through this new programme of working in partnership with parents and schools.

Monitoring our performance

Equalities performance and monitoring will be integrated into the council's existing performance management process as part of the council's revised performance management cycle. Cabinet members and the Chief Executive will test the equality impact of our key corporate priorities using a range of performance monitoring tools, with the assistance of Executive Directors and the Strategic Equalities Adviser. Where actions to improve performance are identified, these will be incorporated into service plans and used to inform the next cycle of corporate prioritising. This will all also support the council in achieving Level 4 of the Equality Standard for Local Government.

We have made significant progress over the last few years in the quality of services we deliver and the increase in customer satisfaction. This progress

has been recognised by our 3 star Corporate Assessment rating and JAR reports, Use of Resources score and CPA direction of travel statement.

We will use the following tools to measure our equalities and diversity performance:

- Equality Standard for Local Government
- Diversity Monitoring Form
- Monitoring the Race Equality Scheme
- Resident Satisfaction Rates
- Monitoring employment data
- Comments, complaints, compliments

Equality Standard for Local Government

The Equality Standard for Local Government is the performance measurement tool used by the council to measure equalities performance.

The council self-assessed itself at Level 3 of the Standard in March 2006 and is aiming to move to Level 4 by March 2008.

Diversity Monitoring Form

This will be used flexibly and intelligently to identify that we are reaching all sections of the community.

Monitoring the Race Equality Scheme

The Race Equality Scheme is the constituent part of the Best Value Performance Indicator 2b. Service delivery is measured against 19 sub-indicators which are inspected by the Audit Commission. A summary sheet of performance to date can be seen in Appendix 1. The Council has steadily improved its performance against these targets. The new equalities performance monitoring arrangements will further shape service improvement.

Table 1 summarises the rate of progress:

BV2(b) (year)	03/04	04/05	05/06	06/07
Percentage score (percent)	52.63	63.16	68.42	73.68
Raw score	11	12	13	14

The figure for 2005/06 of 73.68 percent compares to 89 percent for the top London Quartile figure.

Resident satisfaction rates

Monitoring satisfaction rates is key to improving public services and the Annual Residents' Attitude Surveys has enabled us to gain an insight into the opinions of Barnet's residents. Over the past 12 months we have been segmenting this information along our diversity strands to have a greater understanding about our diverse communities.

Monitoring employment data

As part of our duties we will monitor our staff profile by race, disability and gender in the following areas:

- Number in post
- applications for employment, training and promotions
- training
- performance appraisals
- grievances
- disciplinary action
- staff leaving the authority

Comments, complaints and compliments

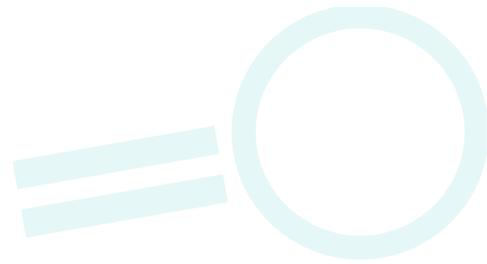
We encourage feedback from all sections of the community on council services and undertake to investigate complaints thoroughly in accordance with our procedures. Information is fed directly back to the service areas for prompt responses. We also capture

information on our complaints and use the reporting and analysis of complaints actively to assess which sections of the community perceive they are dealt with less fairly and seek to address these perceptions.

Publishing results

Barnet's Equality Scheme will be published on our website Barnet Online www.barnet.gov.uk.

Our Delivery Plan is organised along the council's priority themes and is a consolidation of current work taking place in the council between May 2007 and April 2010 and reflects the council's priorities as set out in our Corporate Plan and feedback received from residents. These key strategic priorities will be cascaded to service and team plans to ensure positive outcomes are achieved for all of Barnet's residents.



Appendix A

Scoring of Barnet's Race Equality Scheme 2003 – 2007

Indicator	Description	Yes/ No	Score			
			03/04	04/05	05/06	06/07
1.	Does the authority have a Race Equality Scheme	Yes	1	1	1	1
a.	The RES has a list of functions and policies that are relevant to the General Duty.	Yes	1	1	1	1
b.	The RES consists of a strategy, which addresses the general duty and each of the specific duties.	Yes	1	1	1	1
c.	The RES contains clear priorities, targets and outcomes in order to fulfil the general and specific duties	Yes	1	1	1	1
d.	The RES is supported by a timetabled, three- year action plan.	Yes	1	1	1	1
e.	The RES is clearly integrated in all corporate and service level plans and strategies.	Yes	1	1	1	1
f.	The RES has been clearly integrated in the procurement and partnership strategies and policies and best value reviews.	Yes	0	0	1	1
g.	The RES is actively communicated to members of the public and to staff	Yes	1	1	1	1
h.	The RES is reviewed regularly by the authority.	Yes	1	1	1	1
i.	The RES is owned by Council members and senior officers who share responsibility for ensuring outcomes and met and are involved in reviews of the scheme.	Yes	1	1	1	1
2.	Evidence of measurable improvements in respect of:					
j.	The representation in the workforce at all levels of the range of ethnic groups in the local area and relevant labour markets.	No	0	0	0	1
k.	Improving staff perceptions of equal opportunities for all ethnic groups and reducing differences.	Yes	0	1	1	1
l.	Widening the ethnic profile of service users having regard to need and relative to the local population.	No	0	0	0	0
m.	Improving satisfaction rates among service users of all ethnic groups and reducing any differences.	No	0	0	0	0
n.	Reducing number of complaints from service users of all ethnic groups and reducing any differences.	No	0	0	0	0
o.	Providing services that meet the needs of all ethnic groups in the communities the authority serves.	No	0	0	0	0
p.	Improving service outcomes for all ethnic groups and reducing any differences.	No	0	0	0	0
3.	Relates to other Best Value Performance Indicators (174/175)					
q.	Increasing confidence in reporting racial incidents	Yes	1	1	1	1
r.	Increasing satisfaction in the way racial incidents resulting in further action are handled.	Yes	1	1	1	1
	TOTAL SCORE		11	12	13	14
	Percentage against target		57.89	63.16	68.42	73.68

