
Meeting	Cabinet
Date	24 September 2013
Subject	Draft Proposed Equalities Policy and 'Communities Together' Action Plan
Report of	Leader of the Council and Cabinet Member for Safety and Resident Engagement
Summary	Cabinet is asked to note the draft Equalities Policy and agree to an eight week public consultation period and to agree the approach outlined in the Community Cohesion Action Plan.

Officer Contributors	Stephen Evans (Assistant Director for Strategy), Rachel Williamson, Sam Raffell (Commissioning and Policy Advisors). Kate Kennally (Director for People)
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix A: Draft Equalities Policy Appendix B: Draft Community Cohesion Action Plan
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1. RECOMMENDATIONS

- 1.1 That Cabinet notes the content of this report which outlines a draft proposed Equalities Policy and plan to promote Community Cohesion entitled 'Communities Together'**
- 1.2 That Cabinet agrees to a period of consultation on the attached proposed Equalities Policy in Appendix A. Cabinet is also asked to agree that the Leader signs off the final version of the Equalities Policy by way of DPR following consultation**
- 1.3 That Cabinet approves the approach outlined in the 'Communities Together' Plan in Appendix B**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee 24 June 2013 agreed the Council's Strategic Equalities Objectives 2013-14 and the measures that will be tracked to monitor performance against objectives. This was part of item 7: Final Outturn and Performance Report.
- 2.2 Cabinet on 16 October 2006 approved Barnet's Race Equality Scheme 2006/07 and Barnet's Disability Equality Scheme (Decision item 6).

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Corporate Plan 2013 – 2016 describes the council commitment that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and receive quality service provided to Best Value principles. These objectives are taken from the Council's Constitution and are reflected in the Council's Strategic Equalities Objectives agreed at Cabinet Resources Committee 24 June 2013. The Equalities Policy, written in 2010, and available on www.barnet.gov.uk, sets out what the Council and partners will do to make sure Barnet is a good place to live, work and study for all. The agreed actions build on local community assets.
- 3.2 The Corporate Plan commits to monitoring performance against our objectives including measures for community cohesion and reducing disadvantage. The 'Communities Together' Plan takes forward actions to improve performance on community cohesion measures.
- 3.3 The Safer Community Strategy 2011-14 Strategic Priority 8 is Building Reassurance and Confidence. One of the aims of the 'Communities Together' Plan will be to contribute to the confidence of the Boroughs diverse faith and ethnic communities ensuring good community relations are maintained.
- 3.4 Barnet has long been home to diverse communities who get on well together. The 2011 census showed that Barnet is growing. Between 2001 and 2011 the population has grown by 41,800 people (11.5%) and is expected to grow by a further 60,000 by 2021 with development driving growth in regeneration areas. Barnet is seeing particular growth in older and younger generations. Barnet communities continue to be religiously diverse and Barnet is becoming more

ethnically diverse with the proportion of residents identify themselves as something other White British growing from 41% in 2001 to 55% in 2011.

- 3.5 Barnet is a growing Borough and the Growth Strategy for Barnet approved by Cabinet November 7 2012 sets out the council's approach to developing responsible growth. It is important that they key drivers for growth and prosperity: skills and employment; transport and infrastructure; housing; business and enterprise deliver better outcomes for all. It is important that growth and equality of opportunity go hand in hand.
- 3.6 A result of the shift to the Commissioning Council model and an implication of Barnet's commitment to joint working with partners is that equalities should not be considered by Barnet Council in isolation. It is suggested that the consultation on the draft Equalities Policy includes local partners and that they are asked whether they wish to sign up to a shared approach.

4. RISK MANAGEMENT ISSUES

- 4.1 The Equalities Policy will provide a central overview and a consolidated approach to guard against a range of risks in the equalities areas. It is important the Council is meets the statutory obligations required by the Equalities Act 2010, the proposed Equalities Policy describes how the council is meeting these objectives. As the Council continues to transform and adjust to austerity, the risk of Judicial Review is increasingly present, with future claims against Local Authorities likely to focus on grounds of inequality and/or lack of consultation. The Equalities Policy reiterates the Council's commitment to giving due regard to the impact of its policies and decisions on equalities. The Policy also describes how as services change and funding is reduced as a result of austerity it is important that the Council does not unlawfully discriminate against any particular group. Overall the cumulative impact of local and national changes necessitates a corporate overview and approach provided by the policy.
- 4.2 The Commissioning Council model delegated some functions that maybe subject to the obligations in the Equalities Act and there is a risk that those obligations are not fully understood, prioritised or implemented. The Equalities Policy will clearly set out the Barnet approach and the different responsibilities for implementation.
- 4.3 With a focus on growth there is a risk that the opportunities it presents are not shared by all. The Equalities Policy outlines Barnet's approach to mainstreaming equalities considerations into business and financial planning and decision making. By ensuring the council gives due regard to the equalities duties when considering the impact of its decisions it will improve outcomes for a broader resident base and improve policy and decision making.
- 4.4 There is a risk that the council will take on full control and responsibility for the community cohesion agenda. In order to mitigate this risk the role of the council as enabler for community organisations to develop networks and lead the agenda will be clearly defined from the outset. Local partners such as the police, who also have a key role around community cohesion, will be held accountable through the Safer Communities Partnership Board.
- 4.5 Without a clear explanation to officers and elected members it is possible that

the approach to community cohesion will not be understood and therefore be ineffective. In order to mitigate this risk a clear briefing will be given to elected members and further discussions held with key officers.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Equalities and diversity issues are a mandatory consideration in decision making in the Council pursuant to the Equality Act 2010. This means that the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business. This requires equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review. The Equality Policy describes shared principles for meeting these duties and in doing so clarifies the position, how it will be monitored and the governance arrangements that ensure there is strong leadership for this agenda.
- 5.2 It is proposed that there is an eight week public consultation on the Equalities Policy to allow people who work, live and study in Barnet the opportunity to contribute to its development. To ensure that the widest range of people possible are able to take part the draft policy will be made available in a range of formats upon request. A summary, easy read version will be made available as standard for those with communication needs or those who prefer a more concise format. This will include use of the bank of symbols selected by the Learning Disability Partnership Board.
- 5.3 The proposed 'Communities Together' Network (CTN) will include a diverse range of representatives from various community organisations. This will ensure that a wide range of views and opinions are considered by the council, it's partners and the wider community when dealing with issues that might impact on community cohesion.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 There are no direct staffing implications as the work is covered by existing staff as part of their duties.
- 6.2 Performance against the Equality Policy will be monitored by the equalities performance measures agreed at Cabinet Resources Committee on 24 June 2013. As some of these are new measures, baselines are being set and data collection systems established during 2013/14. In some circumstances, negotiations to set up contracts or service level agreements are still underway and indicative measures have been identified at this stage. This information will be used to provide an annual report highlighting progress towards the delivery of our equalities objective and commitments. The emphasis is on using the information to complete analysis of key issues, trends and areas requiring action. The agreed equalities performance measures will be reported to Cabinet Resources Committee at the end of each financial year, integrated with the end of year performance and finance reporting. This report will include analysis of the key equalities successes, challenges and required actions.

- 6.3 There are no direct procurements as a result of this policy however it does describe how equalities considerations should be built into the commissioning and procurement approach. This attempt to mainstream equalities into day to day business is in line with best practice, for example Equality and Human Rights Commission 'Buying better outcomes' (2012).

7. LEGAL ISSUES

- 7.1 The council is required to have due regard to goals set out in the Equality Act 2010 particularly s149 which sets out the public sector equality duty which came into force on 5 April 2011. The general duty on public bodies states: A public authority must, in the exercise of its functions, have due regard to the need to:
- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 7.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 7.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 7.4 Having due regard to the need to foster good relations between Persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:-
- a. tackle prejudice, and
 - b. promote understanding.
- 7.5 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- 7.6 The relevant protected characteristics are—
- age;
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race;
 - religion or belief;
 - sex;
 - sexual orientation.

- 7.7 It also covers marriage and civil partnership with regard to eliminating discrimination.
- 7.8 'Due regard' as required by legislation is more than 'regard'; it requires more than simply giving consideration to the issue of disability, race or gender, the law requires a rigorous and open minded approach.
- 7.9 There are also statutory Codes of Practice issued by the Equalities and Human Rights Commission
- 7.10 The Equality and Human Rights Commission guidance has stated that the essence of the new duty remains the same, to have due regard to achieve the three general duty aims. It also states, amongst other matters that public authorities should:
- have an adequate evidence base for decision making and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality and fostering good relations
 - analyse the effect of a policy or practice on equality
- 7.11 The Council is following the Codes and taking the guidance into consideration in formulating its proposals for consideration by Cabinet.
- 7.12 The Council will keep under review whether in developing the new services these statutory duties are relevant.
- 7.13 As a matter of public law the Council is required, when formulating or changing policy, consider whether to put out to consultation, the proposals. Consideration is especially important for changes which affect any of the groups with protected characteristics. If a decision is made for consultation to be undertaken it must be at a time whilst the proposals are in a formative stage and give sufficient reasons for the proposals with sufficient time for consultation to allow those consulted to be able to give a considered response. The results of that consultation must be taken into account when the final decision is made. The council will ensure compliance with this requirement.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 Part 3 of The Council's Constitution, sets out the Executive Function.
- 8.2 Part 3, Section 4.2 of the Council's Constitution, Responsibility for functions, outlines the Leader's responsibility to ensure the promotion of Equalities
- 8.3 Part 3, Section 4.2 of the Council's Constitution, Responsibility for functions, outlines the Cabinet Member for Safety and Resident Engagement has responsibility to work with the many different ethnic and religious groups to maintain community cohesion.

9. BACKGROUND INFORMATION

9.1 Introduction

9.1.1 Barnet has always been a place where diverse communities have got on well together. Barnet will continue to grow and change over the next 15 years as development drives growth in regeneration areas, and the borough becomes more diverse with significant growth in older and younger generations. As local areas change and austerity causes shifts in the perception and receipt of public services it is important that the Local Authority retains a focus on equalities and community cohesion.

9.2 Demographic Changes

9.2.1 The census confirmed Barnet as one of London's most populous boroughs and growth is spread across the borough, but not evenly. Population growth has been driven by an increase in younger populations with the broad trend that the south of the borough has a younger age profile than the north. Barnet is becoming more ethnically diverse and the south is more diverse than the north. More than half of the residents of two wards, Colindale and West Hendon were born outside of the UK. Growth in non-British ethnicities and communities has led to greater religious diversity and some parts of Barnet continue to have a large Jewish population. At the same time as an increase in diversity the 2013 Residents Perception Survey result showed that 83 per cent of residents agreed that people from different backgrounds get on well together in Barnet. Appendix C includes an overview of the key demographics that will be used to engage people in the equalities and cohesion agendas.



9.3 Changing council and partners

9.3.1 Nationally the equalities agenda has been shifting as a result of the change in government, the financial crisis and the need to target services, and the

limited outcomes of existing approaches given the outlay of resources. This has included a national review of the Public Sector Equalities Duty which is due to report later in the year. However inequalities persist and public services have a key role in redefining the approach to these. Equalities is not about providing the same thing for everyone but about the things that public services can do to improve quality of life for all, make work rewarding, build community capacity and promote a fair economy.

- 9.3.2 The Corporate Plan confirms growth as a priority and this brings with it opportunities and challenges to equity and cohesion as areas change. It is important that growth and equality of opportunity go hand in hand, so that everyone can benefit from Barnet's successes.
- 9.3.3 Current national policy changes such as welfare reform could have an impact on the profile of the borough, for example to increase the wealth diversity or change the household composition. Knowing what to monitor so that the council and partners can understand any potential impact means we can react to any resultant tensions. This will be an important outcome of the Equalities Policy and 'Communities Together' Plan.
- 9.3.4 Since the last Equalities Policy in 2010 the council has transitioned to the Commissioning Council model. Shared equalities and community cohesion objectives need to be implemented through a 'mixed economy' of service providers. There is therefore currently an opportunity to update our policies to give clarity and strengthen leadership and delivery of these important agendas.

Proposals

9.4 Development of an Equalities Policy and 'Communities Together' Plan

9.4.1 All public organisations have statutory responsibilities as part of the Equality Act 2010. This has 3 strands;

- Elimination of discrimination
- Advancements of equality of opportunity
- Fostering good relations between communities

This means the council must give due regard to these three strands when considering the impact of changes to services on different groups and consider how best we can maintain social cohesion in the borough.

9.4.2 The development of both a forward looking Equality Policy and Community Cohesion Action Plan aims to coordinate partner activities, clarify roles and responsibilities and outline monitoring and review. They outline how the council will work with key partners and community organisations to understand and monitor community tensions and react effectively should an incident occur that increases community tensions or causes civil disobedience.

9.5 Equalities Policy

9.5.1 The Equalities Policy will provide an update to the 2010 edition to take account of the new commissioning approach, the Strategic Equalities

Objective set out in the 2013 Corporate Plan, and the measures for assessing progress against our policy objectives and commitments agreed by CRC on 24 June 2013.

9.5.2 The Equalities Policy will include some of the aims and objectives of the 'Communities Together' Plan which serves as an operational policy for promoting, monitoring and reacting to community tensions. This close link is appropriate as fostering good community relations is the third pillar of the Equality Act 2010.

9.5.3 It is important that local residents and community organisations have the opportunity to input into the development of the policy. Therefore it is proposed that there is an eight week consultation period on the draft policy included in Appendix A starting in September 2013.

9.5.4 It is proposed that as part of this consultation period partners are asked if they wish to sign up to the Equalities Policy or coordinate on engagement activities. This will include Barnet Clinical Commissioning Group and Middlesex University.

9.5.5 It is proposed that the consultation document is hosted online and that this is supplemented by face to face engagement with existing channels and groups. This will include members of the multi-agency Barnet Partnership Board and its sub-boards (Safer Communities Board, Health and Well-being Board, Children's Trust Board) and key engagement partners such as CommUNITY Barnet, Healthwatch Barnet, resident's associations and the social care and health Partnership Boards. Suggested questions are included in the draft policy included in Appendix A. The Policy Unit in the Commissioning Group will maintain links with key groups and consultative boards and ensure there are channels for on-going development of the equalities agenda following the closure of the consultation.

9.5.6 Following consultation it is proposed that the final version is agreed by way of a Leader Delegated Powers Report.

9.6 'Communities Together' Action Plan

9.6.1 The 'Communities Together' Plan will outline;

- The council and partners' approaches to monitoring, understanding and preventing community tensions.
- A clear action plan to formalise the response to an incident that causes an increase in community tensions or civil disobedience.

9.6.2 The approach to community cohesion is based on continuing to build relationships with partners and community organisations and the council taking a community leadership role. The proposal is to set up two networks;

- Firstly, an on-going 'Communities Together' Network made up of a wide range of community organisations, including faith groups, youth representatives, schools and key professional partners and will report to the Safer Communities Board. The network meetings will be chaired by the Director for Place.

- Secondly, an Inter-Agency Staff Network. This Network will be made up of lead officers from a range of council delivery units and partner organisations, including Capita and the police. It will function as a virtual network.

9.6.3 On-going engagement with the community, through the above networks will build on existing relationships. This should allow a more effective response to incidents that have an impact on community cohesion, working along side community organisations as a community leader.

9.6.4 The success of the 'Communities Together' plan will require elected members to play a key role in understanding their community and be clear on how to report any concerns.

9.6.5 It is proposed that the Policy Officer with responsibility for equalities is the central point of contact and co-ordinator for community cohesion issues.

9.6.6 Next steps will include continuing to develop a community organisation contact list and establishing a clear process for monitoring potential community cohesion issues setting out the role of customer and support group services provided by Capita on behalf of the council.

9.7 Governance

9.7.1 As part of the transition to the Commissioning Council model Strategic Commissioning Board has agreed an approach to equalities that creates a greater level of autonomy for internal and external Delivery Units and ensure the council meets its public commitments and statutory duties.

9.7.2 The approach described responsibilities at all levels and performance measures for success that have been included in Management Agreements. The Policy Unit in the Commissioning Group will provide support and guidance to Delivery Units where required.

9.7.3 As agreed at Cabinet Resources Committee on 24 June 2013 the equalities performance measures will be reported to CRC at the end of each financial year, integrated with the end of year performance and finance reporting.

9.7.4 It is proposed that the 'Communities Together' Network acts as a subgroup of the Safer Communities Partnership Board, chaired by the Cabinet Member for Safety and Resident Engagement. This is because the community cohesion agenda has good support from local partners and local voluntary organisations. Partnership working will be essential for information sharing, monitoring community tensions and reacting to any local incidences.

10. LIST OF BACKGROUND PAPERS

10.1 None

Appendix A

DRAFT Equalities Policy Consultation paper

This document is asking for your views on a new Equality Policy for Barnet council and other local partners.

Please read this consultation document and give your views to the questions in section g).

This is a draft document and open to change. Your comments are welcome.

>>Insert details about how to give feedback

a) Introduction-

The policy describes what local partners are doing to make sure Barnet is a good place to live, work and study for all and how these build on local community strengths and assets. It provides a framework for local partners and residents to promote outcomes for all of Barnet's diverse communities.

Barnet is growing and becoming more diverse, growth is particularly in younger and older generations. Barnet will continue to grow and change over the next 15 years as development drives growth and changes in regeneration areas. Barnet has always been a place where diverse communities have got on well together.

In an era of unprecedented financial challenges the Local Authority's 2013 Corporate Plan puts a clear emphasis on creating the right environment for fair economic growth across the borough. Alongside growth the policy describes the continuing need to support families and individuals that need it, whilst doing more to promote people's independence.

Our new approach to equalities recognises that one sector alone cannot reduce inequality, grow the economy or encourage community action- the public sector must work with Barnet's communities as well as the private, public and community sectors. For the public bodies equality isn't just about the types of services or who gets support but also how public organisations can support people to take control of their own lives and support each other.

The Equalities Policy is important because it describes a number of outcomes and measures that the council monitor to ensure it delivers improvements for all Barnet residents, patients and students and reduce the impact of the economic downturn on the most vulnerable and disadvantaged. Significantly, some of these go beyond traditional public services to consider the things that Barnet residents value and improve their quality of life. This includes making work rewarding, building community capacity and promoting a fair economy.

The London Borough of Barnet's last Equalities Policy was agreed in 2010. Since then the legislative landscape has changed. The Equality Act came into force in 2011, replacing strand specific equality legislation. The Local Authority and Barnet Clinical Commissioning Group both publish specific and measurable equality objectives as required under the Act. Active engagement with people who use services, residents and employees- particularly those with protected characteristics, is a key element of making sure equalities is part of everyday business and helps local partners gather evidence for better decision making.

Since 2010 local partners have changed and adapted in order to respond to challenging times. The council has transitioned to a 'Commissioning Council' model, using a mixed economy to provide services securing the best value for the taxpayer. Barnet Clinical Commissioning Group has formed and local clinicians are defining their priorities working closely with patients. Equalities objectives will be delivered through new service partnerships and shared partnership arrangements.

Given the changes across public services there is an opportunity to update the 2010 policy to reflect the commissioning approach and define shared objectives across partners. This will set out clear roles and responsibilities for partners, internal and external delivery units, and set out their autonomy in ensuring that decisions are fair.

The hope is that it will also start the conversation with Barnet's communities about how discussions go beyond traditional services to improve quality of life more generally and promote fair growth.

b) Aims-

Barnet is a successful, attractive and enterprising suburb of a world city. Residents appreciate the local character of Barnet, with 88 per cent of residents satisfied with their local areas as a place to live and satisfaction rising. Barnet has long been home to diverse communities and 83 per cent of residents feeling that different groups in the community get on well together.

Barnet's Corporate Plan recognises growth, managed responsibly as the key to the future prosperity of the borough. The aims of the Equalities Policy are therefore;

- a) Ensure that Barnet's diverse communities, especially those who need additional help benefit from the area's growth and success
- b) Embed equalities in the decisions the council and partners make as organisations and fully integrate them into business and financial planning processes
- c) Work with local partners including public, private, voluntary and community sectors to gather data to understand resident's needs and to develop practical solutions that tackle the drivers of inequality
- d) Support the development of the economy of diverse market, workforces and suppliers and maximise the benefits for local communities
- e) Ensure services delivered by local partners are accessible and appropriate- this doesn't mean one size fits all. It means understanding how different types of

interventions can improve equality of opportunity at different stages in people's lives

- f) Ensure the council and partners communicate and engage with all of Barnet's communities so public service is delivered in partnership with communities, responding to needs in a personalised way and building on their assets and capabilities
- g) Ensure the council and partners engage with organisations from across Barnet's diverse communities to help maintain the cohesive communities that exist in Barnet
- h) To develop a 'Communities Together' network, with the council acting as an enabler, to develop networks between community organisations, share information and aid understanding between communities to promote community cohesion
- i) Ensure a pro-active response to issues that could impact on community cohesion by working with the community and partners in an effective manner.

c) Diversity principles-

When meeting the objectives of Barnet's Equality Policy the council and partners will adhere to our diversity principles. We will;

- Ensure equality is integrated into everything we and our partners do
- Use the data and information we have to understand the needs and expectations of Barnet residents
- Assess the impact on equality as the council develops strategies, policies and programmes and consider, as part of standard decision making what the impact could be on equalities. The council will consider whether changes need to be made where adverse impacts are identified
- Be open and transparent and publish all information regarding our progress against our objectives and ensure partners can be held to account for mutually agreed outcomes
- Make consultation and engagement with diverse communities a cornerstone of developing new equalities actions. There will be important discussions about the level and scope of services but also the personal responsibility of citizens and communities to support each other.
- The council expects all partners to respond to the diverse nature of Barnet as part of their standard business model. This means that they consider how to communicate with their customers, how to make their services accessible to all and how to personalise their offer to meet individual needs without a service premium.

d) Key achievements-

Since 2010 the council have made good progress. The council have continued to develop the building blocks of equalities through collating and analysing data, ensuring staff understand their responsibilities and improving how the council include equalities in decision making.

In this section we briefly describe our key achievements that described how we have woven equalities into what we do

- Over the past 10 years Barnet has become more ethnically diverse- 36% of people now identify themselves as Black or minority ethnic and the fastest growing population is the Asian Community. Barnet is also home to the country's largest Jewish community. Throughout these changes Barnet has remained a place where people have positive relationships in the community.
- In June 2013 Cabinet Resources Committee agreed to apply Housing Revenue Account resources to build over 40 new family-sized and wheelchair-accessible homes over the next couple of years. We've been able to do this because Central Government now gives councils greater freedom to spend housing resource as we think fit.
- Also in June, we launched round three of Barnet's Big Society Innovation Bank, a scheme which aims to unlock the passion and energy of residents and the voluntary sector. This year £225,000 of grant funding is available for individuals, community groups and non-profit organisations with ideas for innovative projects that encourage community cohesion and develop local solutions to local challenges.
- In 2012/13 educational achievement gap narrowed and there was improved GCSE performance by children with special educational needs.
- In 2012/13 the proportion of adult social care users taking their personal budget as a direct payment increased, supporting people with disabilities, mental health problems and learning disabilities maximise their choice and control.
- The Learning Disability Parliament continues to engage residents in changes to the borough. For example, this year they have met with architects to discuss the redevelopment of Brent Cross. In March 2013 the Barnet UK Youth Parliament Elections were held. The turnout was fantastic with 11,800 young people aged 11-18 voting, which was 36% of the total eligible group. Successful candidates and their families and friends celebrated at a special Results Evening.
- There has been progress on plans for additional primary school places. We know that Barnet is a great place to live, and this is reflected in our rapidly growing population. So despite austerity and pressure on our budgets, the proposed financial plan for the next three years provides the additional resources to make this happen. Where appropriate, developers will help us meet these costs; the £9m new school at Mill Hill being a good example.
- In February 2013 Friern Barnet library was handed over to a new community library organisation. This is an excellent outcome with a library continuing to operate, but also delivering essential savings for the council to enable other frontline services to continue. The council has committed to providing all the practical support it can to ensure that the community library is successful.
- (if approved by SCB) Barnet has developed a Community Cohesion Network, working closely with a range of community organisations as well as the police and fire, to help Barnet continue to be a cohesive community.

e) Equalities objectives-

London Borough of Barnet objectives

The council's Equalities Strategic Objective comes from the constitution and is set out in the Corporate Plan:

'Our commitment is that citizens will be treated equally, with understanding and respect; have equal opportunities with other citizens and receive quality services provided to Best Value principles'

This sits alongside three clear corporate objectives and an agreed set of performance targets to deliver these objectives.

Proposed equalities measures by corporate objective

1. Promote responsible growth, development and success across the borough	
1.1	Reduce the employment gap between different groups of residents including those with protected characteristics.
1.2	Increase the number of contracts with external suppliers which include conditions on employing local labour, investing in apprenticeships and creating new jobs in numbers representative of groups with protected characteristics locally.
2 Support families and individuals that need it – promoting independence, learning and well-being	
2.1	Reduction of gap in life expectancy and health across the borough, analysed by protected characteristics.
2.2	100% of new builds in the borough to meet lifetime homes standards, 10% to be wheelchair accessible.
3 Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study	
3.1	85% of residents agree that people from different backgrounds get on well together in Barnet (target +2% from 2012/13 baseline) analysed by protected characteristics.
3.2	47% of residents feel the council doesn't do enough for people like me analysed by protected characteristics (target is ensure this percentage does not increase).

Equality measures for the council Delivery Units

Delivery Unit	Equalities Objective
Adults and Communities	<ul style="list-style-type: none"> • Ensure equality of access to personal budgets by monitoring the take up of personal budgets by protected characteristics • Ensure equality of access by monitoring the breakdown

	<p>of people who receive an assessment by protected characteristics</p> <ul style="list-style-type: none"> • Increase in hate crime reported monitored by protected characteristics
Children's Service covering Family Services and Education and Skills Delivery Units	<ul style="list-style-type: none"> • Reduce percentage of 16-18 year old NEETs to 3% irrespective of gender or ethnic group • Reduce percentage 18-25 year old of care leavers not in suitable accommodation to 70% (from 79% in 2012/13) • Increase percentage of pupils achieving expected levels at Key Stage 2 to 93%% irrespective of gender, ethnic group or disability
Street Scene	<ul style="list-style-type: none"> • Reduce percentage of BME groups who rate recycling service as poor in the residents perception survey to 8% (to be in line with total population) • Maintain percentage of disabled respondents to residents perception survey who rate recycling service as good at 80% (against 80% in 2012 baseline which was a drop from previous year)
Development and Regulatory Services	<ul style="list-style-type: none"> • Overall customer satisfaction with DRS services monitored by protected characteristics • Delivery of improved employment opportunities through delivery of agreed strategy and milestones • Improvement in residents satisfaction with Barnet as a place to live monitored by protected characteristics
Public Health	<ul style="list-style-type: none"> • Smoking cessation - numbers of successful quitters by age, gender and ethnicity • GP health checks – numbers of health checks analysed by age, gender and ethnicity • Substance misuse: successful completion of treatment by age, gender and ethnicity
Human Resources	<ul style="list-style-type: none"> • Developing an inclusive approach to employment and progression by <ul style="list-style-type: none"> - Providing a scheme of opportunity for entry/re-entry to the workplace for graduates and young people: all applicants and successful applicants to be analysed by protected characteristics

	<ul style="list-style-type: none"> - Providing scheme of opportunity for aspiring staff: all applicants and unsuccessful applicants to be analysed by protected characteristics - Recruitment data: all applicants and unsuccessful applicants to be analysed by protected characteristics - RAGG ratings of individual performance to be analysed by protected characteristics • Monitoring of employment profile on an annual basis by protected characteristics. All staff to be encouraged to ensure data accurately reflects their protected characteristics prior to publication. • All change programmes to have a robust EIA underpinning them – an annual overview will be reported to the General Functions Committee
Barnet Group	<ul style="list-style-type: none"> • Reduce average length of time spent in emergency / B&B accommodation to 26 weeks analysed by protected characteristics • Care plan outcomes met analysed by protected characteristics • Placement of housing applicants into accommodation by type and location to be monitored by protected characteristics
Customer and Support Group (previously referred to as NSCSO)	<ul style="list-style-type: none"> • Resident's satisfaction with their experience of service provided by London Borough of Barnet Council measured by protected characteristics (where possible) • Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service measured by protected characteristics (where possible) • Breakdown of levels of people with protected characteristics engaging in co-design activity to be monitored

f) Measuring progress-

Since the publication of the last Equalities Policy in 2010 the council has developed Strategic Equalities objectives and indicators. The purpose of these measures is to provide up to date data on our progress against our aims. This way the council can see if we are being successful or not. To view the data published to date please visit;

http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

The council will produce an annual report highlighting progress towards the delivery of our equalities objective and commitments. The emphasis is on using the information to understand key issues, trends and areas requiring action.

We wish to engage local groups and residents in thinking about equalities and we hope to use this consultation to kick start this on-going engagement.

g) Engagement

We would like your comments on this draft document. Please use the questions below as a guide

- What are Barnet's other achievements in improving equality or tackling inequality?
- What are the key equalities issues for you? What do you think are the drivers of inequality?
- Are the themes in this Equalities Policy the right ones?
- Is there other evidence that we should consider?
- Are we planning on doing the right things?
- Have we got the right measures of success?

Appendix B

'Communities Together' Plan draft

Overview and background

1. Barnet's 'Communities Together' Plan for community cohesion will outline how the council and its partners will engage with community organisations to monitor and understand community issues, prevent rising community tensions and respond to incidents in a quick and effective manner. The 'Communities Together' plan does not replace council procedures such as our emergency planning response, but links into these strategies and procedures to ensure issues that impact on community cohesion are considered and dealt with effectively.

Recent events and lessons learnt

2. The 'Communities Together' Plan builds on previous experience and good practice. The table below outlines both the positives and negatives of Barnet's response to two key recent events; the 2011 disorders and the incident at the Somali Bravanese Community Centre.

Incident	Positive	Negative
Disorders (2011)	<ul style="list-style-type: none">- Through the 'youth and community practitioners' meeting a wide range of organisations came together at short notice.- These organisations have links and influence in the community, helping to settle community tensions.	<ul style="list-style-type: none">- Promised to continue with community engagement around cohesion, yet lost momentum.- Did not follow through with promises to continue positive news stories about Barnet's youth.- Public unsure about where to get information (source - Riots communities and Victims Panel Report)- Lack of co-ordination in communication with traders (source - Riots communities and Victims Panel Report)
Somali Bravanese Community Centre	<ul style="list-style-type: none">- Reacted quickly to provide support for the Somali community, both by the local authority and from local faith and community organisations	<ul style="list-style-type: none">- Community organisations' response was self-organised, rather than led by the local authority (this in itself isn't a problem, but it could have been if the community hadn't reacted as it did).- Potential failure to get the councils message across about our role and success- Lack of an up to date contact list following the incident.

Good Practice

3. There are a number of good examples of how other local authorities support community cohesion and deal with community tensions. These include Tower Hamlets 'No Place for Hate' campaign, where they get local people and organisations to sign a pledge. However, most of these campaigns are in areas which have very different demographics and issues to Barnet, so although these have been considered they are not directly applicable. Proposals in this paper have been developed on the basis of good practice recommendations, including those from the Institute of Community Cohesion (iCoCo) as well as discussions with Prevent and the DCLG Community Cohesion teams.

Supporting Community Cohesion in Barnet

4. In order to respond effectively to rising community tensions a good and trusted relationship with community organisations is vital. The response to the disorders in 2011 demonstrated that Barnet has a good relationship with community organisations that can be built on moving forward. During the disorders members of the youth and community practitioner group were brought together at short notice. Members of the group were successful in dissuading potential rioters, providing alternative activities for young people and being a visible and positive influence in the community. It is important that the council and partners maximise the benefits of these grassroots connections, ensuring there is a clear notification process should early warning signs become apparent.

Approach

5. The approach below is based on the London Borough of Barnet acting as an enabler and community leader. The proposed approach outlines;

- A. The council and partners' broad approach to understanding, preventing and monitoring community tensions
- B. A clear action plan to formalise the response to an incident that may negatively impact on community cohesion

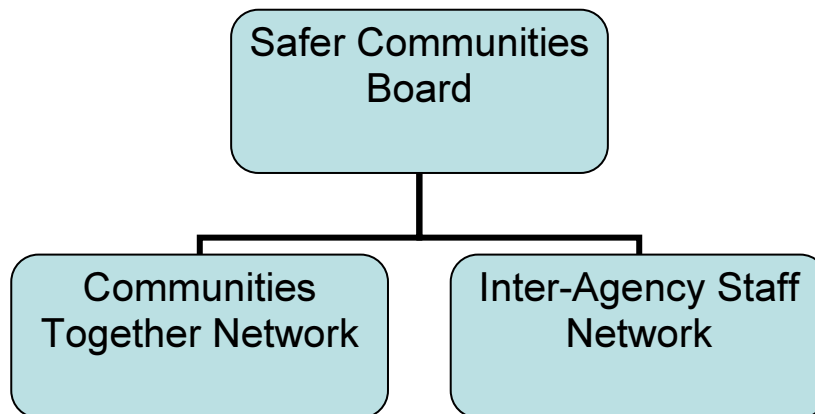
6. The proposed approach is;

- A. That an on-going 'Communities Together' Network is set up that will include a wide range of community organisations, including faith groups, community representatives and schools. The group will meet three times a year unless there is an incident that impacts on community cohesion, when members of the group will be called together a short notice. The group will be co-chaired by the local authority and a community representative.
- B. That an Inter-Agency Staff Network is set up. This group will be made up of lead officers from a range of council delivery units and partner organisations and will function as a virtual network. The network will lead on the response

should any incidents that impact on community cohesion arise. The Inter-Agency Staff Network will also share information related to community cohesion and work alongside the 'Communities Together' Network to monitor and understand community tensions.

- C. That both the 'Communities Together' Network and Inter-Agency Staff Network will sit under the Safer Communities' Partnership Board. It is not proposed that they have a standing item on the board, instead issues/ reports are raised by exception. Figure 1 below outlines the reporting lines.

Figure 1



- D. That the Policy Officer with responsibility for equalities will co-ordinate information and communications related to community cohesions. This person will;
1. Co-ordinate both the 'Communities Together' Network and Inter-Agency Staff Network.
 2. Have responsibility for updating contact lists to ensure these are up-to-date should any incident arise.
 3. Provide a point of contact for elected Members and officers to report issues of community tensions.
 4. Develop a log of arising community tensions/ issues.
- E. That a briefing should be developed for councillors and council staff to understand potential signs of community tensions and how to 'report' these issues.
- F. That a response action plan is developed, offering a formalised approach to major incidents that impact on community cohesion
- G. That, within the approach and structure outlined in section 2, a methodical approach to community engagement is developed with a variety of organisations focussing on preventing community tensions.

‘Communities Together’ Network (CTN)

7. The CTN will be a key part of the approach to supporting community cohesion in Barnet. This group will build on existing relationships with community organisations, which will be key to understanding and monitoring community tensions and reacting effectively should incidents occur. The group will include a wide range of community groups and key partners including faith and religious groups, schools, youth groups and police. The details below give an overview of the CTN. Further specifics on the network’s role will be decided at upcoming community cohesion meetings.

i. Aim

The aim of the CTN is to strengthen the network of local community organisations across the borough, with community organisations developing ownership of the group and the council acting as community leader and facilitator.

The group will have a number of functions;

- A pro-active approach to monitoring and preventing community tensions. This will include;
 - Information sharing to understand community issues
 - Increasing understanding across community organisations
 - Developing a positive narrative around youth / faith groups

- The group will also have a re-active function. This will include;
 - Members agreeing to meet at short notice after an incident to decide course of action
 - Reacting to improve community cohesion following an incident. Potential actions could involve;
 - Joint communications response from the group
 - Acting as brokers / mediators or diffusing tensions
 - Discussing issues and solutions with other organisations and networks

The group will meet three times a year at various community locations to discuss issues of concern. The agenda will be based on issues that are felt to be of concern at the time, being informed by intelligence from grass roots organisations or issues identified by the council or partners.

ii. Chairing arrangements

It is proposed that the group is co-chaired by a representative from the council (recommended to be Director for Place) and another from a community organisation. It is recommended that the representative from the community is chosen by the membership group and that the community co-chair is re-elected annually.

iii. Membership

The membership will be made up of representatives from across Barnet from a variety of organisations, including faith groups, community groups, youth groups and schools. The membership list will be broad, but it will be expected that one representative from each community organisation comes to the meeting and feeds information from and back.

iv. Statement of Commitment

It is proposed that short and simple Statement of Commitment is signed by all members. This will briefly outline the purpose of the group and the commitment expected by all members.

v. Information sharing

A key role of the group will be to share information in a trusted environment. Information will be provided by the council and partners as well as community organisations. Information sharing protocol and confidentiality agreement will be developed.

vi. Governance

It is proposed that the CTN reports to the Safer Communities Partnership Board when there is an issue that the network feels is important. The final decision here will be made by the co-chairs. The Policy Officer with responsibility for equalities will act as both the lead officer and secretariat for the group and the Director for Place will be the accountable officer.

Inter-Agency Staff Network

8. It is proposed that an Inter-Agency Staff Network is established to monitor community tensions and co-ordinate a response to any incident impacting on community tensions. This group would be a 'virtual network' with key lead officers from suitable delivery units and partner organisations. The network will be co-ordinated by the Policy Officer with responsibility for equalities. The group will also report back periodically to the CTN.

The list below outlines the key contacts, service areas and their roles. The officers listed below are at Head of Service level. There is potential that the on-going work may be delegated to a more suitable level. However, it is important that this level of senior office is available should there be an incident.

Name	Service area
Core members	
Lesley Holland – Equalities Policy Officer	Commissioning Group
Chris Palmer / Sue Cocker	Communications
Kiran Vagarwal	Community Safety
Andy Mariner	Chief Inspector
Kate Solomon / Sue Gay	Emergency Planning (incident controller)

	in emergency)
Flo Armstrong	Youth and Community
Tracey Osman	NSCSO (Capita)
Optional members	
Stuart Collins	Troubled Families
Aidon McCartney / Derek Rust	Barnet Homes representatives
Mark Strugnall	Police
Sue Smith	Vulnerable Adults
John Brealey	CCTV
Jo Pymont	Children's Social Care
Ralph Haynes	Priority intervention team (Environmental Services)
Steve Leader (Borough Commander) / Mark Bloomfield	Fire representative

Community Contacts

9. The council, with partners, will continue to develop and update a contact list of community organisations from across the borough. This council held list will be categorised by the group's areas, location and role in the community. The list will go beyond the membership of the CTN.

10. Demographic mapping will be used to identify 'hot spots' in the borough where there have been significant change or recent issues recorded that might impact on community cohesion. The contact list will link to these hot spots, ensuring the council have reach into all areas, especially the 'hot spot' areas.

Role of Elected Members

11. Elected Members have a key role in understanding issues in their local community. Their close links with community organisations and role as community representatives means they are important in both proactive and reactive work.

Pro-active;

- Feeding back to lead officers any issues that may indicate rising community tensions.
- Establishing close and trusted relationships with their community
- Actively promoting community cohesion and positive stories

Reactive;

- Using their role as a community representative to promote a communication following an incident
- Ward Councillors / Cabinet Members being visible following an incident to show support and reassure communities.

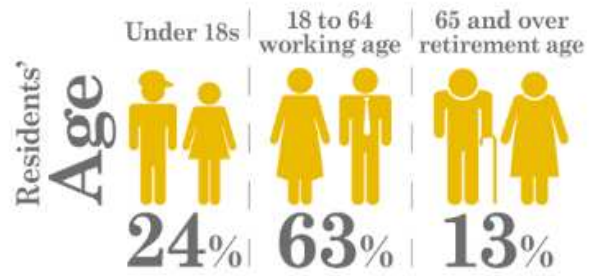
The Policy Officer with responsibility for equalities should act as the key contact point for all Elected Members regarding issues around community cohesion.

Appendix C: Equalities and cohesion data summary

Barnet's population in 2011

356,400

An increase of 11.5% since 2001 (41,800). During the same period, London grew by 11.6%



Households in Barnet in 2011

136,000

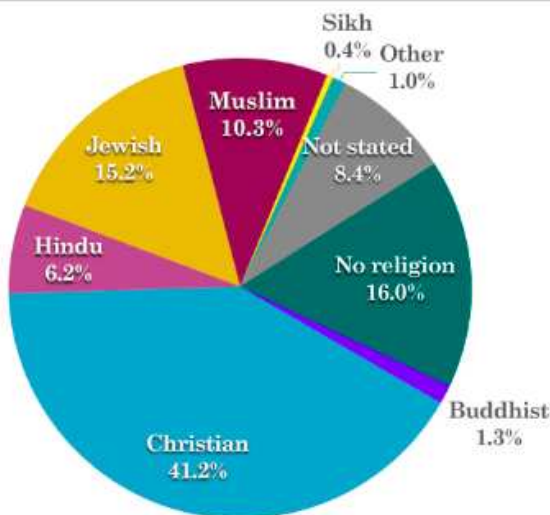
↑ **60,000**

Barnet population expected to increase by 2021 (Source: GLA)

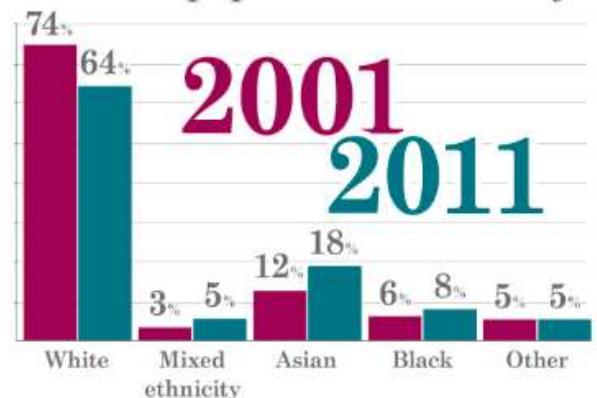
Barnet female population in 2011



Information on this page is from the 2011 Census.



Barnet's population – ethnicity



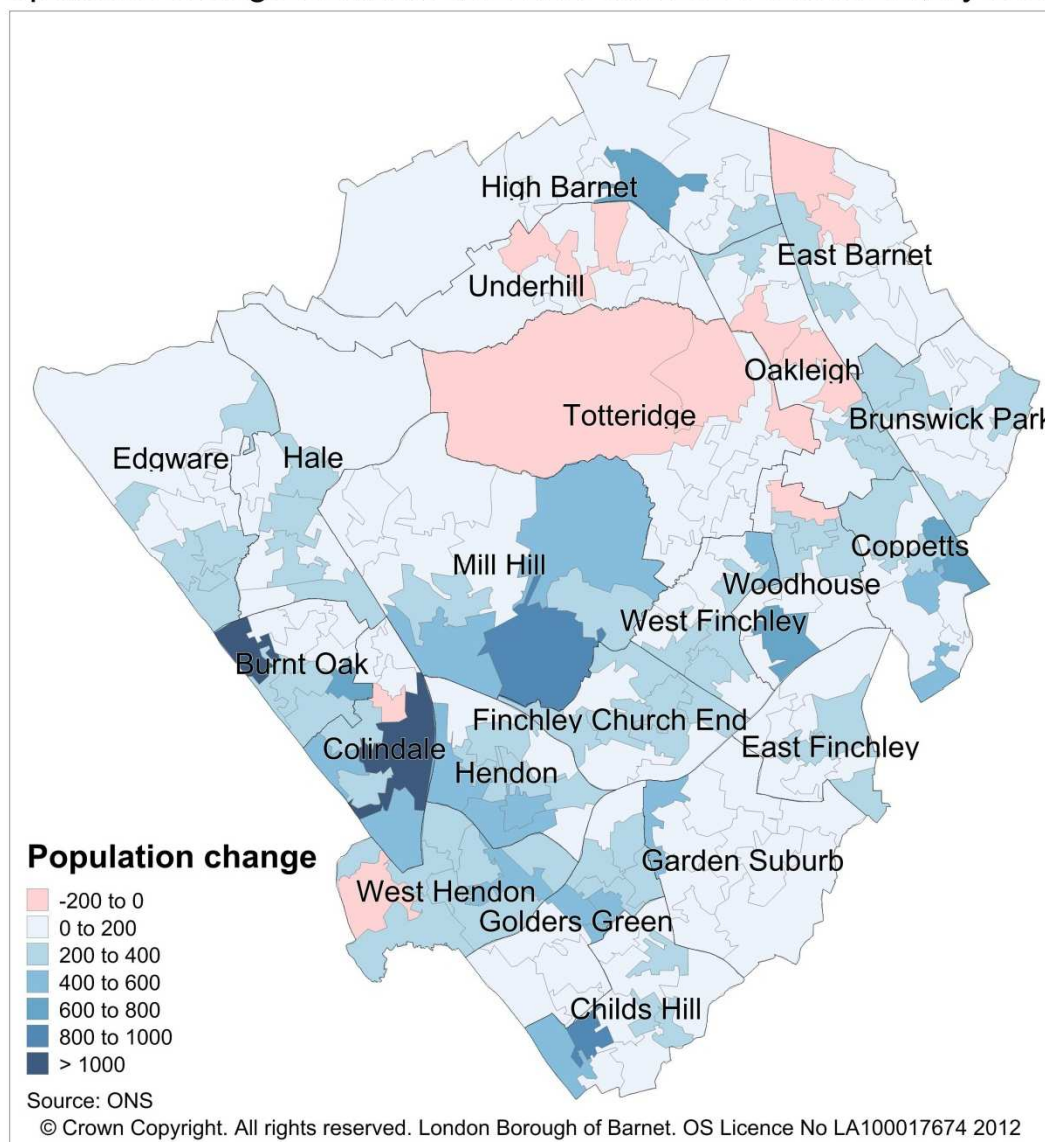
A growing borough

The census confirmed Barnet as one of London's most populous boroughs and shows that growth is spread across the borough, though to varying degrees.

Barnet becoming an attractive place for young families or Inner Londoners moving further from the city centre as house prices increase. Development is driving large scale population growth and the areas that saw the largest increase in population were Barnet's regeneration projects (e.g. Beaufort Park in Colindale) or large scale private development (e.g. Burnt Oak).

The number of households and the density of households have increased across the borough. The populations of all wards increased between the censuses. The west of the borough grew the most while pockets of growth occurred in the east, south and north. The largest population increase was in Colindale; the population of which grew by 20.8% (2,947 people).

Population change between the 2001 and 2011 censuses, by LSOA



Population growth between the censuses has been driven by an increase in younger populations, particularly in wards in the west of the borough. In eight wards (Coppetts, Colindale, Golders Green, Childs Hill, Finchley Church End, Hendon, West Finchley and Mill Hill) the population of 0 to 19 year olds grew by more than 20% since the last census. The resultant broad trend is that the north of the borough is getting older and the south is getting younger.

A borough that continues to be diverse

Barnet's ethnic diversity has continued to increase. The population is more diverse in the south of the borough than the north. Barnet has a high percentage of households with multiple ethnicities and multiple languages spoken suggesting a higher level of ethnic integration than other parts of London, particularly other Outer London boroughs.

The borough population as a whole grew by nearly 42,000 people since the last census. Growth in the borough was driven by Asian, Black and mixed ethnicity populations and by

people born in other European countries. In the same period the population of White British residents has decreased by more than 26,000.

Those wards with a large ethnic population are the same wards that have large migrant communities. West Hendon and Colindale have less than half of residents born in the UK, while wards in the north of the borough have the highest proportion of UK born residents. The majority of people immigrate to the UK in early adulthood, most likely for education or work purposes and tend to stay in the country long term.

Christianity was once again the most popular religion in Barnet with 41.2% (146,866 people) of the population identifying themselves as Christian. The next most common religions are Judaism (15.2%), Islam (10.3%) and Hinduism (6.2%). Barnet continues to have the largest Jewish population in the country. 16.2% of the population said that they have no religion up from 12.8% in 2001.

Health, wellbeing and lifestyle

The data suggests that the lifestyles of Barnet residents are typical of an Outer London borough. Marital status, occupation and health data all closely match the average Outer London borough profile. 46% of Barnet residents aged 16 and over in Barnet are married and there was a 1% increase in the proportion of lone parents in Barnet.

Self-reported health has improved across all parts of Barnet since 2001. 14% of Barnet residents suffer from a long term health problem or disability that limits their day-to-day activity. Of those people of working age 10% are affected daily by a long term illness or disability.

Barnet has a highly educated population and the occupations of Barnet residents match this profile. More than 40% of the population (aged over 16) are educated to degree level or higher which is above the London average (37.7%). Working residents tend to be in higher management roles in industries such as public service and health and a large proportion are self-employed. These figures support data from other sources that show Barnet having the third highest businesses start-up rate and the third highest business stock in London. 63.5% of Barnet's working age population were employed at the time of the census, which is higher than the London average and in 2001.

The wards with the highest levels of employment were East Finchley and West Finchley. The lowest rates of employment were in Colindale, Burnt Oak and West Hendon.

A safe and cohesive community

Feeling safe and accepted are important features of a cohesive community. Survey data suggests that the majority of people in Barnet feel safe in their local area, with 81% agreeing they feel safe walking alone in the dark. Barnet has cohesive communities; with 83% of residents agree that people from different backgrounds get on well together in Barnet. 78% of residents also feel that the police in Barnet can be relied on to be there when you need them.

Whilst Barnet has the 12th highest number of anti-social behaviour (ASB) calls in London, taking into account the size of the population Barnet has the 10th lowest rate of ASB calls. 25% of residents worry about ASB in their local area. This data, along with data on hate crime and national trends, especially around feelings to one particular community, provide a key tool to analysing areas where there may be a risk of increased community tension.