Brent Council

RACE EQUALITY

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Brent has one of the most culturally and racially diverse communities in Europe. It is one of only two boroughs in Britain with a majority non-white population and I believe that our racial and cultural richness enhances the lives of everyone who lives, works and visits the borough. Brent is also unique in being the only council in Britain with a workforce that reflects our community’s diversity.

For many years, Brent Council has worked hard to promote good community relations between our many ethnic groups. Over the past year we have continued this tradition. Britain’s first Citizenship Ceremony was held in Brent, with Prince Charles being our guest of honour. We continued to celebrate cultural and religious festivals such as St. Patrick’s Day, Respect Week, Black History Month, Holocaust Memorial Day, Christmas, Diwali, Eid and Chanukah.

Our Education, Arts and Libraries service is working with Refugees Into Jobs to enable refugee teachers who qualified outside the UK to obtain British qualifications. We have continued to improve the academic achievement of children from ethnic minority and traveller backgrounds. Last year we launched our Black and Minority Ethnic User Consultative Forum.

Every October, during Black History Month, Brent Libraries celebrate the contribution that the African and Caribbean communities have made to the borough.

We are working closely with our neighbouring west London boroughs to promote community cohesion. In 2003 we jointly received £570,000 from the Home Office to run a ‘pathfinder’ project. In September 2004, as part of this project, we will train our councillors and give them the skills to deal with racism in the community.

In 2003 60% of our staff identified themselves as Black, Asian, Chinese or Irish. As a council we have continued to develop our Black and minority ethnic staff to ensure that talented staff have the opportunity to progress within the organisation. Our Black and Asian Staff Forum is a means for the council to understand the needs and issues facing our Black and Asian staff.

There are many other ways in which the council works to celebrate diversity. However, there is still much to do when it comes to promoting equality of opportunity and good community relations. Year on year we will continue to strive to ensure that all the services we provide are sensitive to local needs and that our workforce accurately reflects the wider community at every level including senior management.

Cllr Ann John
Leader of the Council
Brent is an extremely diverse borough, both racially and culturally. We are proud of the diversity of the community we serve and believe that this blend of races, religions, cultures and lifestyles is what makes us strong.

We have been addressing race equality in service delivery and employment for many years, but we are aware that there is still a lot to do. We, therefore, welcome the legal requirement to produce a Race Equality Scheme. The work we are doing on the scheme reflects the council’s core values and will help realise the aspirations of Brent’s four year Corporate Strategy.

This is Brent’s third Race Equality Scheme and it sets out how we intend to continue to meet the needs of our diverse community over the next two years. Whether in the services we provide or employment matters, our aim is to provide a culturally sensitive service to the public and staff.

We will continue to monitor and evaluate our performance to ensure equality of access and excellence in service delivery and employment. Our Black and Minority Ethnic User Consultative Forum is a valuable tool in finding out the needs of our communities and our Black and Asian Staff Forum will help us address the concerns of our staff.

Race equality is at the heart of what we do. We have developed this Race Equality Scheme with a clear central objective: that the council as a provider of services, an employer and a community leader meets the needs of all of Brent’s communities.

Gareth Daniel
Chief Executive
The murder of Stephen Lawrence in 1993 led to a number of inquiries being set up in 1997. The result of one such inquiry was the McPherson Report in 1999, which led to the amendment of the Race Relations Act 1976. The McPherson Report revealed that the Metropolitan Police processes led to institutional racism, which it defines as:

“The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people”.

Under the Race Relations Act 1976, as amended by the Race Relations (Amendment) Act 2000, public authorities were placed under a legal general duty to eliminate unlawful racial discrimination, promote equal opportunities and promote good relations between people from different racial groups. In order to fulfil this duty we have to produce a Race Equality Scheme, which details how we plan to meet our legal obligations.

In May 2002 Brent produced its first Race Equality Scheme, which set out how we planned to meet our legal duties around race issues for that year. In May 2003 a second Race Equality Scheme was published to cover the year 2003 to 2004. This Race Equality Scheme is a two year strategy, from 2004 to 2006, which seeks to meet the needs of our racially diverse community.

Brent Context

Brent is a multi-racial, multi-cultural community and we believe that this racial diversity is our strength. Brent is one of the few boroughs in Britain that does not have a White British majority population. The racial mix of our community is constantly changing because of the arrival of new ethnic communities.

According to the 2001 Census 263,464 people live in Brent, an increase of almost 23,000 since 1991. 55% of the local community describe themselves as being Black or Black British, Asian or Asian British and Chinese. 7% of the local community is Irish.

In Brent the largest minority ethnic groups are Asian Indian (18%), Black Caribbean (10%) and Black African (9%)

In Brent the proportion of people who were born outside the European Union has increased from 31% in 1991 to 38% in 2001 and the borough has the largest Irish community in England and Wales.

Brent has a long history of achievement in delivering services to people of all races, cultures and lifestyles. Although Race Equality Schemes are a recent development in Britain, Brent already had equality strategies and action plans in place. These have been built on to develop our scheme.
Brent’s Core Values

Brent Council has a four year Corporate Strategy (2002 - 2006) which has identified the council’s core values as:

- **Achieving service excellence** – All Brent staff are committed to providing excellent, sensitive and appropriate services. This commitment includes dedication to seeking continuous improvement.

- **Raising the quality of life** – We will drive to promote the social, economic and environmental well-being of all residents.

- **Serving all our communities** – We will work to ensure all Brent’s diverse communities are served sensitively and effectively. We will ensure that we always consult residents appropriately and that they are represented by local councillors and the council to the highest standards. We will promote tolerance, understanding and community cohesion between our different communities.

- **Developing and motivating our staff** – We will drive forward our ‘Improving Brent’ programme providing support, development opportunities and quality training for all our staff.

Brent’s Race Equality Scheme addresses all of the council’s core values, through meeting our legal obligations under the Act. This scheme links into the Corporate Strategy framework. This scheme will help us meet our corporate aspirations.

Main Issues for Race Equality in Brent

In fulfilling our duties against the requirements of the Race Relations (Amendment) Act 2000, Brent recognises that there are some major issues around the race equality agenda that need to be addressed. These issues are not only relevant to Brent, but also need to be addressed nationally. These add up to more than the individual actions the council will be undertaking on eliminating unlawful racial discrimination, promoting equality of opportunity, and promoting good relations between people of different racial groups.

Refugees

MORI research in 2001 showed that there are between 16,300 to 18,800 refugees living in Brent. They make up 6.2 to 7.1% of the overall population. Both statistical and anecdotal evidence suggests that this community suffers from disproportionately high levels of unemployment and other symptoms of social exclusion. Brent Council recognises the need to ensure that the needs of refugees and asylum seekers are adequately met.

There is also a growing problem with the language used to describe the refugee presence in Britain, with the media using highly emotive language to portray this new community. This year Brent has marked Refugee Week with an article in The Brent Magazine trying to dispel myths about refugees. The Brent Magazine goes to every household in the borough. Refugee Week celebrates the enormous contribution of refugees to the UK and promotes understanding about the reasons why people seek sanctuary, through arts, cultural and educational events.

In 1997 Brent set up Refugees Into Jobs to remove barriers to work for refugee communities in the borough. Since it was set up this project has helped over 350 unemployed refugees into employment and further education through a range of services designed to overcome the barriers they experience. The services includes information, advice and

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**BACKGROUND**
Community Cohesion

A cohesive community is one which shares common set of values, enjoys social order and social solidarity, where people belong to social networks and share a sense of place. Some of the disturbances in the north of the country have shown what can happen when community cohesion breaks down. Due to the amended Race Relations Act, Brent has a legal obligation to work to promote good relations between people of different racial and ethnic groups.

The six West London boroughs of Brent, Ealing, Harrow, Hammersmith and Fulham, Hounslow, and Hillingdon – which jointly constitute the West London Alliance (WLA) – are working closely together to promote community cohesion. In 2003 they successfully applied to be a £570,000 Home Office ‘pathfinder’ project and hope to lever in additional resources from bodies such as the Greater London Authority on the strength of this success. The project has had three distinct strands:

- Information and communication work
- Public sector meeting the challenge of community cohesion
- Youth and community development

In 2003 Brent published a diverse faiths booklet for staff. This booklet was intended to give staff a greater understanding, tolerance and respect of different religions and faiths in Brent. It also highlighted the cultural differences staff need to take into account when dealing with customers and other members of staff.

As we have done in the past, Brent will continue to celebrate religious and faith festivals such as Diwali, Chanukah, Eid and Christmas.

Race and Religion

Religious diversity is recognised as one of Brent’s strengths. The 2001 Census revealed that almost half of the borough’s residents described themselves as Christian (48%), 17% as Hindu and 12% as Muslim. Brent also has significant Jewish, Sikh, Buddhist and Rastafarian religious and faith communities.

In 2003 Brent published a diverse faiths booklet for staff. This booklet was intended to give staff a greater understanding, tolerance and respect of different religions and faiths in Brent. It also highlighted the cultural differences staff need to take into account when dealing with customers and other members of staff.

As we have done in the past, Brent will continue to celebrate religious and faith festivals such as Diwali, Chanukah, Eid and Christmas.
Continuing the development of multi-agency response to racial harassment cases

Utilising Anti Social Behaviour Orders.

We will also increase our support to the victims of racially motivated crimes.

The Council will continue to promote and commemorate the diversity of its community through celebrating different cultures. Brent has an ongoing commitment to mark various community festivals. For the past eight years Brent has organised a St Patrick’s Day Parade in Willesden to celebrate with the Irish community of Brent. To maintain this tradition, there are plans to hold other such parades over the next two years. In 2003 Brent held a party in the park to mark Respect Week, which celebrates the multi-cultural nature of modern Britain. In 2004 Brent will again participate in the London-wide Respect Week by running its own events, and another ‘party in the park’. We will continue to commemorate Holocaust Memorial Day, which encourages us to remember instances of genocide that have occurred throughout the world over the years. For example, the atrocities carried out against the Jewish people in the Second World War, the ethnic cleansing that occurred in Serbia in the 1990s and the recent genocide in Rwanda. We will also continue to organise events for Black History Month in October to honour the contribution the Black community in the past and present has made in Britain.

Age

There are age related issues in race equality, with the different generations having very distinct issues and concerns. One of our community cohesion initiatives will be to carry out intergenerational work during Black History Month, where young and older people will meet to discuss their concerns and hopefully forge closer links.

Young People

Brent has a very large younger population with nearly 25% of local people being under 19 years of age. This proportion will increase over the next 10 years. There is a real issue of alienation and social exclusion amongst young Black and minority ethnic people in the borough. This social exclusion could lead to the perpetration of crime. 50% of all casework carried out by Brent’s Youth Offending Team is done with young Black men, even though they only make up 9% of the population. At Brent we recognise the need for more facilities, projects and initiatives for young people. Over the next two years Brent will develop a multi-agency children’s support panel to improve the council’s engagement with our young service users and to reduce school exclusions and the likelihood of offending.

Brent also has an established Youth Matters 2 Forum, which meets four times a year to discuss issues.
pertinent to young people. We believe that it is very important that young people engage in the council’s democratic and decision making process.

Older People

According to the 2001 Census Brent has an older (over 60 years of age) population of almost 16%. Black and minority ethnic older people are particularly vulnerable to social exclusion and have particular issues around access to services and information. In this Race Equality Scheme we have committed ourselves to making sure that everyone has access to information, particularly those who do not have English as their first language. Our Language Service is available to translate leaflets and publications into other languages and to provide professional interpreters to service areas to help with communication.

There is also a fear of crime amongst older Black and minority ethnic older people. Our Crime and Disorder Reduction and Community Safety Strategy will tackle this fear of crime. We have already produced and distributed burglary and robbery prevention leaflets in community languages. We have improved street lighting and tackled anti-social behaviour through the Brent Anti-Social Behaviour Action Group. We have contributed to high visibility police operations. We have also obtained and distributed personal attack alarms to reduce fear of crime and help prevent actual crime.

Issues around mental health and social care are also key. There is a higher proportion of older people with mental health problems because of the ageing process. Social care staff need to be aware of the barriers experienced by older Black and minority ethnic people in relation to language, cultural differences and beliefs about mental health issues. There is a need for staff working in mental health services to have access to professional interpreting services to assist in their assessment and care planning of individuals. Staff should also be aware that the extended family network in Black and minority ethnic communities is disintegrating and older Black and minority ethnic people are no longer being looked after by the younger generations of their family. Our social care services will be responsive and appropriate to the needs of our older Black and minority ethnic community.

Our Pensioners Forum is an established user consultative forum, which lets the council know what issues are relevant to older people, including Black and minority ethnic elders and how we can provide better services.

The Council promotes and commemorates the diversity of its community through celebrating different cultures.
**THE GENERAL DUTY**

The Race Relations (Amendment) Act 2000 gives most public authorities a legal duty to promote race equality. The duty’s aim is to make race equality a central part of the way public authorities work, by putting it at the centre of policy making, service delivery, and employment practice. Under the general duty, authorities must have ‘due regard to the need to’:

- Eliminate unlawful racial discrimination;
- Promote equal opportunities; and
- Promote good relations between people from different racial groups.

The general duty is supported by a series of specific duties. The specific duties are not ends in themselves but provide the steps, methods or arrangements Brent should follow to help us meet the general duty. One of the specific duties is to produce this Race Equality Scheme.

In producing this scheme Brent carried out consultation with Brent Council senior managers to identify our priorities for 2004 to 2006. We consulted on the Race Equality Scheme with the Black and Minority Ethnic Consultative Forum, the Local Strategic Partnership, Primary Care Trust, Refugee Forum, elected councillors, service area directors, the Chief Executive, trade unions and staff. A summary of the scheme was also put on the council’s website for staff and the general public to read and comment on before it was published.

**Accountability and Responsibility**

Responsibility for this scheme ultimately lies with the Executive and Lead Member for Equalities and Service Improvement. At officer level, responsibility lies with the Chief Executive and his Chief Officer Team. Strategically, the scheme will be taken forward by the Leadership Group on Equality and Diversity, which comprises the Chief Executive, Chief Officers, the Lead Member for Equalities and Service Improvement and the Leader of the Council and is supported by the Head of Diversity. The Head of Diversity will co-ordinate action across the council and support implementation of the scheme wherever possible.

**Complaints, Comments and Views**

We welcome any feedback or comments you may have on this scheme. They will be taken into account the next time the scheme is reviewed. Any complaints about the way the council is meeting the duties under the Act, or other complaints about race equality will be dealt with through the corporate complaints procedure where appropriate.

**SPECIFIC DUTIES**

The Home Secretary has issued orders under the Act which place specific duties on many public authorities to help them to meet the general duty. These duties came into effect on 3 December 2001.

One of the specific duties requires that Brent Council prepares and publishes a Race Equality Scheme. The scheme should explain how we will meet both our general and the remaining specific duties. Under the Race Equality Scheme, Brent will:

- Audit and prioritise our functions and policies
- Monitor our policies to see whether they have an impact on race equality
- Assess and consult on policies we are proposing to introduce
• Publish the results of our consultations, monitoring and assessments

• Ensure that the public have access to the information and services we provide

• Train staff on the new duties

This Race Equality Scheme – itself one of the specific duties – essentially packages the other duties into a coherent strategy and Action Plan.

Audit and Prioritise Our Functions and Policies

Brent will assess all its functions and policies to see whether they are relevant to race equality. When the council started to look at which of its functions and policies are relevant to the general duty, we ascribed a high, medium or low priority to each. Most of the high priorities listed in our Race Equality Scheme for 2003/04 were dealt with during that year. (See section: Progress on Brent’s Race Equality Action Plan 2003/04). The remaining high priorities and those that were identified as medium or low, will be dealt with in the next two years – 2004 to 2006.

In writing this scheme, Brent consulted extensively with senior managers, staff and the local community to find out which medium priorities will be progressed in the first year of this scheme 2004/05 and which will be dealt with along with the low priorities in second year 2005/06. In February 2004 we organised a senior managers’ workshop to decide the priorities over the next two years. In March and May we consulted the local community through the Black and Minority Ethnic Consultative Forum. We also consulted with elected councillors on what our priorities should be through an evening workshop held in March. In April 2004 we consulted staff through the Black and Asian Staff Forum. The community and staff were also consulted through the intranet and internet, where they were invited to comment on the priorities listed in the Race Equality Scheme.

The Council’s Priorities for 2004 to 2006

Corporate Centre
• Agree ethnic monitoring categories

Corporate Services
• Customer care and relationship management

Education, Arts and Libraries
• Cultural strategy

• Special Educational Needs

• Early Years

• Library Service

Environmental Services
• Contract management

• Transportation
  > Transport Planning
  > Traffic Management

• Parks Service
  > Parks and open spaces
  > Allotments

• Environmental Health
  > Food safety
  > Advice and information
  > Pest control

• Cemeteries and Mortuary Service

• Registrars
Monitor Our Policies for Adverse Impact

Brent will monitor our policies to see whether they have an adverse impact on race equality. The council introduced Equality Impact Assessments in 2003 to make sure that our new policies and those being reviewed do not have a negative impact on any one racial or ethnic group. Our written guidance for managers on carrying out Equality Impact Assessments was published in September 2003. The Corporate Diversity Team also organised training in November 2003, in the form of one day workshops for the key managers in service areas who would be carrying out impact assessments. The next round of training will be in June 2004 and will be ongoing according to demand.

During 2003/04 Brent carried out a series of Equality Impact Assessment on new policies and policies and procedures that were being reviewed. There were full impact assessment on key strategies, including the Housing Enforcement Strategy, our Anti-Fraud Framework and the South Kilburn (Regeneration) Master Plan. (For a full list of the Equality Impact Assessments carried out in 2003/04 see Appendix E on page 49 of this scheme).

Over the next two years, Brent will continue to carry out initial, partial and full Equality Impact Assessments on policies and procedures that are relevant to race
equality to try to ensure that none of them have an adverse impact on any racial or ethnic groups or if they do to try and lessen this impact. If the negative impact on other groups is justifiable (as with ‘positive action’ or targeted initiatives) we will explain why we have allowed this impact on other groups to occur.

Assess and Consult on Policies

Brent Council will make arrangements to access and consult on the likely impact of the policies we are proposing to introduce before we adopt them. We will also set out arrangements to consult people who are likely to be affected by our policy proposals and their implications for promoting race equality. Finally, we will review and revise proposed policies, if assessment and consultation shows adverse impact on some racial groups, to eliminate any unlawful discrimination, lessen any adverse impact or justify that impact.

We will decide how much we will consult in each case. We will take the following steps to consult on all relevant policies.

- Select proposed policy for consultation.
- Set clear aims for consultation.
- Set consultation timetable linked to decision making process.
- Carry out consultation.
- Analyse consultation results promptly.
- Feed results into decision making process.
- Publish results.
- Consider and take action, if necessary.

The consultation we carry out will be accessible, both in its content and in the way it is carried out. It will be proportionate – the nature and scale of the consultation will depend on how important the issue is to race equality. It will also be appropriate i.e. the methods we use to consult will match the issue we are consulting on.

Consulting Local People

Brent Council already consults local people through Area Consultative Fora, Area Housing Boards, User Consultative Fora and through the Residents’ Attitude Survey. In October 2003 we launched the Black and Minority Ethnic User Consultative Forum to specifically consult with our Black and minority ethnic communities on proposed policies. The first meeting was held in January 2004. The forum will continue to meet every two to three months, with four meetings a year. For more information about the forum, please contact Carolyn Solomon in the Corporate Diversity Team on 020 8937 1099.

Consulting Community Organisations and the Voluntary Sector

Brent Council will consult with local community organisations and the voluntary sector on issues relating to race and the needs of our Black and minority ethnic communities. Black and minority ethnic community organisations and the voluntary sector will play an important role in the consultation, monitoring and the implementation process of the council’s policies and procedures.

Consulting Partners

Brent currently has very good strong partnerships with statutory and non-statutory bodies and will continue to consult with them to ensure that the needs of the community are met. Brent’s partners are:

- Brent Housing Partnership
Local Strategic Partnership (LSP)
- Brent Community Network
- Brent Police Service
- Genesis Housing Association
- Brent Fire Service
- London Development Agency
- North West London NHS Trust
- Primary Care Trust
- Job Centre Plus
- West London Business Chamber of Commerce
- Ujima Housing Group
- West London Learning Skills Council
- College of North West London

Primary Care Trust (PCT)
Apart from its role in the Local Strategic Partnership, the PCT will also be consulted on issues concerning care, health and social services.

Consulting Staff
Brent has set up mechanisms to consult with staff on issues affecting to race equality.

Leadership Group on Equality and Diversity – This group consists of members of the Corporate Management Team (the Chief Executive and Service Area Directors), the Leader of the Council and the Lead Member for Equalities and Service Improvement, supported by the Head of Diversity. The group takes a strategic lead on equalities and diversity issues.

Diversity Reference Group – This group is a staff discussion forum that has been set up to actively promote equalities and diversity within Brent Council in both employment and service delivery. Members of the group are from every service area.

Staff Panel – This is made up of members of staff who have agreed to take part in consultation on a wide range of work related issues. Regular focus and workshop groups are recruited from the staff panel.

Black and Asian Staff Forum – Consulting this forum will be particularly relevant when assessing the impact on race equality of Human Resources policies.

Managers will also be consulted on issues of race where appropriate. To set our race priorities for this Race Equality Scheme, the council organised a one-day senior management seminar in February 2004, where managers were consulted on what they thought the race equality priorities should be over the next two years.

Staff are formally surveyed on their views on a whole range of issues (including racial equality) every two years. Through the questions we ask we aim to obtain information so that we can ensure that staff from all racial and ethnic backgrounds are satisfied with the way the authority is run and say that we are a good employer. From May 2004, we intend to ask specific questions to gauge whether different staff groups perceive workplace harassment (including racial harassment) as an issue for Brent. We will publicise the results of the next staff survey by September 2004.

Publish Results
In order to be accountable and to demonstrate the results of this Race Equality Scheme, Brent Council will publish the results of service user monitoring, of major consultation exercises and of any equality impact assessments it carries out.

Brent Council will be use a range of media to communicate the council’s performance on different aspects of the scheme to different audiences. The key objective is to demonstrate progress in delivering the scheme and increase public confidence across all
racial groups. The main arrangements for publication include: the production of an annual diversity report which reviews the council’s work towards achieving racial equality over the previous year; the results of Equality Impact Assessments, use of the council’s website, the publication of press releases to relevant local government agencies and local newspapers on an ad hoc basis. An annual report on the work of the Corporate Diversity Team will be published each September.

Access to Information and Services

Brent Council will ensure that the public have access to the information and services we provide. The council already offers a wealth of information about the services we provide, as well as about the democratic decision making process. Brent’s Consultation Team will co-ordinate consultation across the council with service users and non-service users to find out what their information needs are and address them.

Brent Council uses a variety of methods to make information available to the diverse community it serves. These need reviewing to make better provision where necessary. Work is also underway to develop the council’s website to make it even more accessible to people whose first language is not English. This applies to details of how to access Brent’s services and also to information that will help people understand how local democracy works, how to contact their councillor, making complaints and influencing change.

Information about council services is available on Brent’s website at www.brent.gov.uk. Customers can also get information by contacting one of the council’s six One Stop Shops (addresses and phone numbers are listed in Appendix G on page 51 at the end of this document). Customers can also ring the main switchboard between 8.30am and 6pm, Monday to Friday (up to 5pm on a Friday). There is also an emergency out of hours service, which can be accessed by telephoning the switchboard number. Alternatively, customers may call into their local library and ask a member of staff there for help with an enquiry.

The One Stop Shops has a dedicated Gujarati line. Gujarati speakers are able to leave a message and a Gujarati speaking officer will contact them within four hours, if they have left a message within working hours. If not, then they will contact them the next working day.

Training Staff

Brent will make sure that staff have training to gain the skills they need to ensure that the council meets the general duty to promote race equality. Staff involved will need a thorough understanding of race issues and of the council’s roles and responsibilities. Brent has extended this requirement to cover elected Councillors, senior management as well as frontline staff. They will all need some awareness about the legislation and the council’s commitments under it. Managers will need to have skills in the following areas:

- The measurement of performance and target setting to improve access to services
- Consultation and involvement strategies for use with Black and minority ethnic communities and
- Policy and strategy development within the provisions of the Act

During 2003 training was delivered to elected Councillors, senior managers and others. Some service areas have already established working groups to formulate action plans to determine how the Act will be implemented in service delivery. In addition to
the corporate training programme, some service areas may have devised service specific training to assist staff in considering and delivering more accessible services.

By September 2004, all Brent staff should have completed specific training on the Race Relations (Amendment) Act 2000 and their responsibility for promoting racial equality.

Duty on Employment

Good employment practice needs to address whether all staff have fair access to training development and chance of promotion regardless of racial or ethnic group. It also needs to address whether staff at all levels are representative of the local community. To comply with good employment practice Brent Council has and will continue to look at issues around recruitment, retention and advancement, whether we are operating within the law, whether our workforce is representative at all levels and creating a sense of wellbeing at work.

Every year Brent monitors its workforce and publishes a report on its profile. We routinely monitor the following by racial and ethnic group:

- All job applications
- All those shortlisted and appointed
- Staff in post
- All applicants for internal promotion
- The job evaluation process
- The number of disciplinary and grievance hearings
- The number of Employment Tribunals we defend
- The reason why staff leave the council
- The take-up of formal training opportunities

Since 2003 Brent has monitored the take up and non-take up of training identified through the staff appraisal process and development opportunities such as secondments and sabbaticals, plus the results of assessment centres. The implementation of a new computerised Management Information System later in 2004 will help greatly in the collection of race equality data.

Comparisons with the 2001 Census suggest that the council’s workforce quite accurately mirrors the profile of the local community. Where we need to make more progress is in ensuring that Black and Asian staff are properly represented in management and particularly senior management grades. We intend to continue to use positive action worded statements in our recruitment advertising and encourage managers to use the alternative media to advertise senior vacancies more widely.

The under representation of Black and minority staff in senior and Chief Officer posts is a concern and so has been prioritised by Human Resources for the next two years.

Monitoring Compliance and Accountability

Members of the Leadership Group on Equality and Diversity supported by the Head of Diversity will be responsible for ensuring council compliance with the duties under the Act. Their job is to ensure that the tasks set out in the action plans are completed within the agreed timetable.

As the Race Equality Scheme is a living document, progress on implementation will be monitored and reviewed annually through consultation with staff and the community. This will include an assessment of how we have complied with our obligations under the Act.
In addition to this Race Equality Scheme, Brent has other processes and procedures in place to ensure that race equality becomes an everyday feature in service delivery and employment.

**Best Value Process**

The delivery of Best Value services is a key objective for the council. We are committed to pushing up local service standards, freeing resources for new priorities and improving our overall performance. Part of improving our performance is to make sure that all sectors of our racially diverse community receive high quality services. To this end the council will ensure that all project plans for Best Value Reviews address race equality considerations.

Part of the Best Value process is for service areas to carry out a review of their service. This involves assessing the service to ensure that it is giving customers the best value. The assessment entails challenging assumptions about the service, consulting service users, competing positively against other providers of a similar service and comparing our performance against other local authorities, through reporting on Best Value Performance Indicators. Best Value Performance Indicators are a numerical measure of a service’s performance which indicates how well it is doing. Our performance can then be compared to other local authorities.

Some Best Value Performance Indicators deal specifically with race. The Race Equality Scheme is a national Best Value Performance Indicator. Other indicators include measuring the levels of Black and minority ethnic senior management levels, racial incidents in the community and Black and minority ethnic tenants’ satisfaction levels.

**Equality Standard for Local Government**

The Equality Standard for Local Government was developed by the Audit Commission, Employers’ Organisation for Local Government, the Commission for Racial Equality, the Disability Rights Commission and the Equal Opportunities Commission. It is based on the principal that if local authorities want to provide good quality services and employment opportunities, then they must take account of diversity, including racial, issues. The standard is a way of identifying and combating institutional processes that lead to unlawful discrimination. The requirements of the Equality Standard are a lot more rigorous than those of the Act, because it goes beyond our legal obligations under the General Duty. In adopting the standard we will be making sure that issues around race equality will be dealt with more robustly.

There are five levels of the Equality Standard and in March 2004 we achieved Level 1. To achieve Level 1 of the Standard we had to evidence our commitment to mainstream equalities, including race equality, in service delivery and employment practise. Over the next two years we hope to achieve Level 2 of the standard, which deals with the assessment of our services and consulting with our communities.

The Council’s achieved level of the Equality Standard is a national Best Value Performance Indicator that has to be reported nationally.

**Equality Impact Assessments**

As mentioned before, one of the specific duties of the Act is for public authorities to carry out equality impact assessments on strategies, practices and procedures to ensure that there is no adverse impact on any one racial group. If an adverse impact is identified then processes will be put in place either to
eliminate or minimise that adverse impact. (For a full list of Equality Impact Assessments carried out in 2003/4 see Appendix E on page 49 of this scheme).

**Service Planning Process**

Service managers will incorporate their equality objectives into their service planning process, to ensure that racial equality is an integral part of the operation of their service.

**Budget Planning Process**

When bidding for extra money for their service area managers must state, in their reports, what the equality implications will be if they do not get the extra funds, so that elected councillors are clear about the implications of their decision making. When reporting savings managers must also give an account of the equality implications of not spending allocated monies.

**Committee Process**

Since January 2004, all reports that go to Committee must have a paragraph stating the equality (including racial) implications of the proposed policy or process detailed in the document.

How these processes are linked
Brent has established a Race Equality Action Plan for 2004-06 to accompany this Race Equality Scheme. The Race Equality Action Plan details how Brent will tackle the race equality issues it has prioritised over the next two years. The Action Plan lists a series of targets identified by each service area, each of which relate to the priorities which have been listed under the section entitled ‘Specific Duties’ featured in this scheme. A named officer also features against each target and they will be held accountable if the target is not met within the designated timeframe.

The targets set out in the Race Equality Action Plan have come about as a result of thorough consultation with senior managers in each service area. Brent has identified 43 targets to be achieved from 2004-06. This breaks down into service areas as follows:

- Corporate Centre – 2
- Corporate Services – 1
- Education, Arts and Libraries – 5
- Environmental Services – 6
- Financial Services – 4
- Housing Services – 2
- Human Resources and Diversity – 5
- Policy and Regeneration – 7
- Social Services – 11

**Monitoring the Action Plan**

Members of the Leadership Group on Equality and Diversity will be responsible for ensuring that the targets are met within the timeframe outlined in the Action Plan. The Action Plan will be reviewed in May 2005 to ensure that the targets are being progressed and necessary adjustments/additions can be made where applicable.
### Corporate Centre

<table>
<thead>
<tr>
<th>TARGET</th>
<th>ACTIVITIES NEEDED TO ACHIEVE TARGET</th>
<th>OFFICER RESPONSIBLE</th>
<th>ACHIEVE BY</th>
<th>ANY FURTHER COMMENTS</th>
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<tbody>
<tr>
<td>Agree Ethnic Monitoring Categories 1. The council will agree a series of categories for ethnic/racial classifications with service areas and produce written guidance on monitoring for managers.</td>
<td>Discussions will take place at Corporate Management Team meetings and Diversity Reference Group meetings to agree the categories. Produce written guidance on monitoring for managers.</td>
<td>Tracy Walters Head of Diversity 020 8937 1117</td>
<td>Oct 2004</td>
<td></td>
</tr>
<tr>
<td>Reaching Level 2 of the Equality Standard for Local Government (ESLG) 2. The council will achieve Level 2 of the ESLG and be working towards Level 3.</td>
<td>Produce guidance for managers on how to achieve Levels 2 and 3 of the Standard. Service areas to satisfy requirements as set out in the guidance.</td>
<td>Tracy Walters Head of Diversity 020 8937 1117</td>
<td>Sep 2004</td>
<td>Mar 2006</td>
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The Equality Standard for Local Government is a Best Value Performance Indicator.

### Corporate Services

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<tr>
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<th>ANY FURTHER COMMENTS</th>
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</thead>
<tbody>
<tr>
<td>Customer Care and Relationship Management 1. Every customer will have their individual needs in relation to race, culture, faith, gender, age, disability and sexual orientation sensitively considered wherever possible when interacting with the council.</td>
<td>Invite Corporate Diversity Team to send representative to Customer Services Steering Group. Develop and deliver cultural awareness training programme for frontline staff to improve enquiry handling through sensitive customer interaction. Ensure race equality and diversity issues covered in internal and external customer care publicity campaigns.</td>
<td>Sandra Carson Director of Brent’s One Stop Shops 020 8937 1203</td>
<td>Apr 2004</td>
<td>Winter 2005</td>
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Achieved.
### Corporate Services continued

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<tbody>
<tr>
<td>continued</td>
<td>Address race equality and diversity issues in telephone skills training programme material.</td>
<td></td>
<td>Apr 2004</td>
<td>Achieved</td>
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<tr>
<td></td>
<td>Establish links to helpful sites from the customer care intranet site.</td>
<td></td>
<td>Summer 2004</td>
<td></td>
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<tr>
<td></td>
<td>Ensure race equality and diversity issues are addressed in forthcoming process reviews and the revenues and benefits counter integration project.</td>
<td></td>
<td>Spring 2005 (ongoing)</td>
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<tr>
<td></td>
<td>Co-ordinate/contribute to London-wide best practice group to share expertise on equality and diversity in customer care.</td>
<td></td>
<td>Spring 2005</td>
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### Education, Arts & Libraries (EAL)

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<th>ANY FURTHER COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Develop evaluation framework to ensure that cultural services directly delivered by Brent Council (and initiatives we assist with) supply a range of suitable activities for a diverse borough.</td>
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<td></td>
<td>Provide accessible information for full range of potential users. This will identify and remove other barriers which currently prohibit participation amongst some groups.</td>
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</table>
## Education, Arts & Libraries (EAL) continued

<table>
<thead>
<tr>
<th>Target</th>
<th>Activities Needed to Achieve Target</th>
<th>Officer Responsible</th>
<th>Achieve By</th>
<th>Any Further Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Special Educational Needs (SEN)</strong>&lt;br&gt;2. The Local Education Authority (LEA) will implement the recommendations of the Special Educational Needs Best Value Review.</td>
<td>Consult widely on the future development of SEN provision in Brent. Agree detailed proposals, following consultation and start to implement. Ensure robust monitoring system is in place to evaluate progress against key indicators.</td>
<td>Rik Boxer&lt;br&gt;Assistant Director, EAL&lt;br&gt;020 8937 3201</td>
<td>Jun 2004&lt;br&gt;Sep 2004&lt;br&gt;Sep 2004</td>
<td>The LEA will implement the recommendations of the Special Educational Needs Best Value Review.</td>
</tr>
<tr>
<td><strong>Early Years – Best Value Review (BVR)</strong>&lt;br&gt;3. The LEA will complete the Early Years BVR and implement the resulting recommendations.</td>
<td>Consult on Early Years Strategy and future vision. Ensure strong partnership structures are in place to support cross-agency working. Establish 6 children’s centres. Monitor progress against local and national targets.</td>
<td>Lesley Fox-Lee&lt;br&gt;Head of Early Years&lt;br&gt;020 8937 3355</td>
<td>Sep 2004&lt;br&gt;Sep 2004&lt;br&gt;Apr 2006&lt;br&gt;Ongoing</td>
<td>The LEA will complete the Early Years Best Value Review and implement the resulting recommendations.</td>
</tr>
<tr>
<td><strong>Library Service Points</strong>&lt;br&gt;4. The Council will conduct a strategic review of public library buildings with the aim of assessing the location, number and quality of service points; in order to ensure effective access to first class library services for all ethnic groups of residents across Brent, including non-traditional users.</td>
<td>Commission consultancy to undertake desk-based analysis of provision and recommend potential mechanisms for improvement. Consult residents throughout the borough on proposals.</td>
<td>Marianne Locke&lt;br&gt;Head of Library Service&lt;br&gt;020 8937 3144</td>
<td>May 2004&lt;br&gt;Jan 2005 – Dec 2005</td>
<td>This project is the implementation of the main recommendation to come out of the Libraries, Museum and Archive BVR which was completed in 2003.</td>
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</table>
### Education, Arts & Libraries (EAL) continued

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<tr>
<td>continued</td>
<td>Conduct full Impact Needs Requirement Assessments (INRA) into effects of proposals.</td>
<td></td>
<td>Feb 2006</td>
<td></td>
</tr>
<tr>
<td><strong>Internal planning and monitoring</strong></td>
<td>5. EAL will improve its internal planning and monitoring processes of ethnicity with the aim of mainstreaming its equalities objectives and ensuring its services all comply with Level 2 of the Equalities Standard.</td>
<td></td>
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<td></td>
<td>Implementation and population of pupil attainment information into central pupil database.</td>
<td>Simon Richardson</td>
<td>May 2004</td>
<td>Implementation of these targets will assist the tracking of progress against equalities targets and objectives, and/or will assist service managers to ensure that they incorporate equalities considerations into their everyday activities.</td>
</tr>
<tr>
<td></td>
<td>Ensure that all schools comply with LEA’s requests for performance management information (via surveys etc.).</td>
<td></td>
<td>Sep 2004</td>
<td></td>
</tr>
<tr>
<td></td>
<td>All service-heads to conduct a retrospective INRA into the equalities provision for their service area.</td>
<td></td>
<td>Mar 2005</td>
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<td></td>
<td>Services to incorporate their Equality Action Plan targets into Service Operational Plan Action Plans.</td>
<td></td>
<td>Mar 2005</td>
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<tr>
<td></td>
<td>New policies and changes to existing policies are supported by INRA, and co-ordinated within EAL by a designated officer.</td>
<td></td>
<td>Ongoing</td>
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## Environmental Services

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</table>
| **Contract Management**     | 1. The council will ensure that within Environmental Services all contract documents and related monitoring procedures incorporate equalities legislation and good practice to ensure that neither direct nor indirect racial discrimination is taking place, and improve service provision to Brent's local communities. | Sue Harper  
Assistant Director, Environment  
(Sports & Leisure)  
020 8937 5192                                                                 | TBA                     |          |
|                             | Sports Service and StreetCare to pilot the council's procurement and contract monitoring training, to ensure equality issues are included.                                                                                                  |                                                                                   |            |                      |
|                             | Collect, analyse and monitor ethnicity data for stakeholders and partners.                                                                                                                                                    |                                                                                   |            |                      |
|                             | Cascade good practice from the above training to other relevant service units.                                                                                                                                                  |                                                                                   |            |                      |
|                             | Ensure all new contract documentation includes all relevant equalities legislation and good practice guidelines in line with council guidelines.                                                                                  |                                                                                   |            |                      |
|                             | Conduct Equality Impact Assessments on contract management.                                                                                                                                                                       |                                                                                   |            |                      |
| **Transportation**          | 2. The council will conduct resident and user surveys to establish the accessibility of parking and enforcement regulation awareness for local community groups and members of the public (complainants) within Brent. In particular the activities covered by resident permit / parking and Controlled Parking Zone (CPZ) enforcement to ensure that neither direct nor indirect discrimination is taking place and improve service provision to Brent's local communities. | Keith Balmer  
Head of StreetCare  
020 8937 5066  
Phil Rankmore  
Head of Transportation  
020 8937 5128                                                                 | Mar 2005                   |          |
|                             | Design and conduct Resident & User Survey.                                                                                                                                                                                        |                                                                                   |            |                      |
|                             | Research local ethnic variations, ward by ward.                                                                                                                                                                                  |                                                                                   |            |                      |
|                             | Collect, analyse and monitor ethnicity data for service users.                                                                                                                                                                |                                                                                   |            |                      |
|                             | Establish and extend Community and Faith group networks.                                                                                                                                                                        |                                                                                   |            |                      |
|                             | Establish and extend User Partnership Groups.                                                                                                                                                                                   |                                                                                   |            |                      |
|                             | Formation and launch of a consultation forum.                                                                                                                                                                                   |                                                                                   |            |                      |
|                             | Arrange and run awareness sessions.                                                                                                                                                                                             |                                                                                   |            |                      |
### Transport Planning
3. The council will conduct resident and user surveys to establish the accessibility of parking and enforcement regulation awareness for local community groups, and members of the public within Brent. In particular the activities covered by Transport Planning to ensure that neither direct nor indirect discrimination is taking place and improve service provision to Brent’s local communities.

- Design and conduct Resident & User Survey.
- Research local ethnic variations, ward by ward.
- Collect, analyse and monitor ethnicity data for service users.
- Establish and extend Community and Faith group networks.
- Establish and extend User Partnership Groups.
- Formation and launch of a consultation forum.
- Arrange and run awareness sessions.

**Officer Responsible**: Phil Rankmore (as above)

**Achieve By**: Mar 2005

### Traffic Management
4. The council will conduct resident and user surveys to establish the accessibility of parking and enforcement regulation awareness for local community groups, and members of the public within Brent. In particular the activities covered by Traffic Management enforcement to ensure that neither direct nor indirect discrimination is taking place and improve service provision to Brent’s local communities.

- Design and conduct Resident & User Survey.
- Research local ethnic variations, ward by ward.
- Collect, analyse and monitor ethnicity data for service users.
- Establish and extend Community and Faith group networks.
- Establish and extend User Partnership Groups.
- Formation and launch of a consultation forum.
- Arrange and run awareness sessions.

**Officer Responsible**: Phil Rankmore (as above)

**Achieve By**: Mar 2005
### Environmental Services continued

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</table>
| Allotments & Facilities | Design and conduct Resident & User Survey.  
Research local ethnic variations, ward by ward.  
Collect, analyse and monitor ethnicity data for service users.  
Create monitoring data base.  
Analyse base line information and develop action plan.  
Follow through action plan.  
The creation of a sports club database.  
Continuation of working with Brent Parks Partners.  
Realisation of the Action Plan.  
Liaise with Brent Council Sports Development Team.  
Design and conduct Resident & User Survey.  
Research local ethnic variations, ward by ward.  
Create a monitoring database for hall and facilities lettings.  
Create an Action Plan to ensure our facilities are available to all. | Shaun Faulkner  
Head of Parks  
020 8937 5619 | Mar 2005 |          |
### Environmental Services continued

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<tr>
<td><strong>Parks and Open Spaces</strong>&lt;br&gt;6. To continue with Brent Parks Annual Customer Survey. This targets a random selection of 1/10 of the Borough’s residents. This enables Brent Parks Service to monitor service improvements and to compare survey respondent’s profiles with the Borough’s demography.&lt;br&gt;To ensure that all of our service policy and procedures conform to current equality legislation to ensure that neither direct nor indirect discrimination is taking place and improve service provision to Brent’s local communities.</td>
<td><strong>Design and conduct Resident &amp; User Survey.</strong>&lt;br&gt;Research local ethnic variations, ward by ward.&lt;br&gt;Collect, analysis and monitor ethnicity data for service users.&lt;br&gt;Mail shot to one in ten of the Borough’s residents.&lt;br&gt;Information analysed by Institute of Leisure and Amenity Management (ILAM).&lt;br&gt;Updating of Brent Parks database.&lt;br&gt;Conduct Equality Impact Assessments to be undertaken by all parks staff in their relevant service areas.</td>
<td>Shaun Faulkner (As above)</td>
<td>Mar 2005</td>
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## Financial Services

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<tr>
<td><strong>Procurement</strong>&lt;br&gt;1. The council will build better race equality monitoring systems within procurement.</td>
<td>Further develop the framework for the council's procurement projects, so that it takes account of all relevant race equality policies and strategies, as well as the council's legal duties, including those on equality of opportunity.</td>
<td>Alison Matheson&lt;br&gt;Head of Procurement, Strategy &amp; Risk Management&lt;br&gt;020 8937 1363</td>
<td>Apr 2006</td>
<td></td>
</tr>
<tr>
<td><strong>Procurement</strong>&lt;br&gt;2. The council will ensure that the Corporate Procurement Policy supports overall race equality objectives.</td>
<td>Draft Race Equality Procurement Policy. Draft Race Equality / Diversity training addendum to procurement / contract management training.</td>
<td>Alison Matheson (as above)</td>
<td>Apr 2005</td>
<td></td>
</tr>
<tr>
<td><strong>Fraud Investigation and Sanction Policy</strong>&lt;br&gt;3. Assess the outcomes of prosecutions to ensure that Black and minority ethnic communities are not disproportionately given more severe sanctions.</td>
<td>Complete an Equality Impact Assessment of the Anti-Fraud and Sanction Policy.</td>
<td>Simon Lane&lt;br&gt;Head of Audit &amp; Investigations&lt;br&gt;020 8937 1260</td>
<td>May 2004</td>
<td></td>
</tr>
<tr>
<td><strong>Housing benefit and council tax</strong>&lt;br&gt;4. The council will ensure that the administration of Housing benefit supports race equality aims.</td>
<td>Identify monitoring data to be collected. Redesign application forms to include monitoring data. Amend SX3 computer system to record data. Train staff on new procedure for collecting data. Carry out Equality Impact Assessments for: &gt;Closure of Brent House cashiering facility. &gt;New policy governing Housing Benefits Monitoring Systems (HBMS) checks. &gt;Re-engineering of counter services.</td>
<td>Margaret Read&lt;br&gt;Head of Local Taxation &amp; Benefits&lt;br&gt;020 8937 1521 &lt;br&gt; &lt;br&gt;Sarah Cardno&lt;br&gt;Exchequer Manager&lt;br&gt;020 8937 1161</td>
<td>Jul 2004 &lt;br&gt;Sep 2004 &lt;br&gt;Sep 2004 &lt;br&gt;Aug 2004 &lt;br&gt;Sep 2004 &lt;br&gt;Mar 2005</td>
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### Housing Services

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<tr>
<td>Improve Black and minority ethnic council and private sector tenants satisfaction levels 1. Improve Black and minority ethnic council tenants’ satisfaction levels by 10%.</td>
<td>Improved monitoring of satisfaction levels and follow up action where patterns of dissatisfaction are identified will be implemented, in line with the commitment in Brent Housing Partnership’s (BHP) Equalities Scheme. Key to this will be the new Customer Services Manager in BHP from 11/03, who will lead on these activities to achieve an overall increase in satisfaction levels across all groups as well as parity of satisfaction levels between BME and non-BME tenants.</td>
<td>Mike Dwyer Standards &amp; Procurement 020 8937 2294</td>
<td>May 2006</td>
<td></td>
</tr>
<tr>
<td>Improve Black and minority ethnic council and private sector tenants satisfaction levels 2. Improve Black and minority ethnic private sector tenants'/landlords'/owner occupiers’ satisfaction levels with services received from Private Housing Information Unit by 5%.</td>
<td>To gather information and assess our customers’ satisfaction with our homeless prevention services. To take action to increase customer satisfaction where appropriate.</td>
<td>Jagdish Jethwa Private Housing Information Unit 020 8937 2774</td>
<td>May 2006</td>
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### Human Resources and Diversity

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<tbody>
<tr>
<td>Management Information System 1. The council will record all current employees ethnicity data.</td>
<td>Establish a procedure for collecting current employees ethnic origin.</td>
<td>Vik Kapoor &amp; Ken Gaston HR Policy and Resourcing 020 8937 6182</td>
<td>Jul 2004</td>
<td></td>
</tr>
</tbody>
</table>
### Human Resources and Diversity

#### Management Information System
- **Target:** Establish a procedure for collecting new job applicants' ethnic origin data.
  - **Activities Needed to Achieve Target:**
    - Develop a plan for monitoring where gaps in data are, and work towards collecting the information to close these.
  - **Officer Responsible:** Vik Kapoor & Ken Gaston (as above)
  - **Achieve By:** Jul 2004

- **Target:** Develop a plan for monitoring where gaps in ethnicity data have not been collected for both new job applicants and current employees.
  - **Activities Needed to Achieve Target:**
    - Ensure that 95% of eligible staff have access to an appraisal once a year.
  - **Officer Responsible:** Vik Kapoor & Ken Gaston (as above)
  - **Achieve By:** Oct 2004

#### Equality of Access to Training, Development and Appraisals
- **Target:** Ensure that 95% of eligible staff have access to an appraisal once a year.
  - **Activities Needed to Achieve Target:**
    - Develop a plan for monitoring where gaps in data are, and work towards collecting the information to close these.
  - **Officer Responsible:** Marianne Ecker
  - **Achieve By:** Apr 2005

#### Black and Minority Ethnic Senior Management Representation
- **Target:** Increase Black and minority ethnic (BME) senior management representation in the Council, as per Best Value Performance Indicators (BVPIs) for top 5% of earners from BME communities.
  - **Activities Needed to Achieve Target:**
    - Identify appropriate staff and encourage them to attend the new “Pathways to Success” programme (pilot programme run by the IDeA to offer middle managers from BME backgrounds comprehensive development opportunities to reach senior management posts in the future).
    - A new draft programme “Making Progress” for BME senior managers in Brent to be introduced. It will seek to address under-representation and support progress into Assistant Director and Director posts in the future.
    - Review of recruitment guidance to ensure that the process does not directly/indirectly unlawfully discriminate against BME groups.
  - **Officer Responsible:** Marianne Ecker (as above)
  - **Achieve By:** Increase to 18% by 2004/5
  - **Increase to 20% by 2005/06

<table>
<thead>
<tr>
<th>TARGET</th>
<th>ACTIVITIES NEEDED TO ACHIEVE TARGET</th>
<th>OFFICER RESPONSIBLE</th>
<th>ACHIEVE BY</th>
<th>ANY FURTHER COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Information System 2. The council will record all new job applicants ethnicity data.</td>
<td>Establish a procedure for collecting new job applicants’ ethnic origin data.</td>
<td>Vik Kapoor &amp; Ken Gaston (as above)</td>
<td>Jul 2004</td>
<td></td>
</tr>
<tr>
<td>Management Information System 3. The council will monitor gaps where ethnicity data has not been collected for both new job applicants and current employees.</td>
<td>Develop a plan for monitoring where gaps in data are, and work towards collecting the information to close these.</td>
<td>Vik Kapoor &amp; Ken Gaston (as above)</td>
<td>Oct 2004</td>
<td></td>
</tr>
<tr>
<td>Equality of access to training, development and appraisals 4. Ensure that 95% of eligible staff have access to an appraisal once a year.</td>
<td>5% of random sample checks across the service areas would be done.</td>
<td>Marianne Ecker Corporate Employee &amp; Organisational Development Manager 020 8937 1086</td>
<td>Apr 2005</td>
<td></td>
</tr>
<tr>
<td>Black and minority ethnic senior management representation 3. Increase Black and minority ethnic (BME) senior management representation in the Council, as per Best Value Performance Indicators (BVPIs) for top 5% of earners from BME communities.</td>
<td>a) Identify appropriate staff and encourage them to attend the new “Pathways to Success” programme (pilot programme run by the IDeA to offer middle managers from BME backgrounds comprehensive development opportunities to reach senior management posts in the future). b) A new draft programme “Making Progress” for BME senior managers in Brent to be introduced. It will seek to address under-representation and support progress into Assistant Director and Director posts in the future. c) Review of recruitment guidance to ensure that the process does not directly/indirectly unlawfully discriminate against BME groups.</td>
<td>Marianne Ecker (as above) &amp; Val Jones Director of Human Resources and Diversity 020 8937 1086</td>
<td>Increase to 18% by 2004/5 Increase to 20% by 2005/06</td>
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Human Resources and Diversity

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<thead>
<tr>
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<tbody>
<tr>
<td>continued</td>
<td>Ensure that if external recruitment consultants are used, they have a specific brief to both search for potential applicants from BME groups and advertise in appropriate media.</td>
<td>Ian Syms&lt;br&gt;Senior Consultant&lt;br&gt;020 8937 6187 &amp; Val Jones (As above)</td>
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Policy and Regeneration

<table>
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<tr>
<th>TARGET</th>
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<tbody>
<tr>
<td>Community Safety and Crime Reduction 1. To ensure that issues of race and equalities are addressed in Brent’s Crime &amp; Disorder Audit Consultation 2004.</td>
<td>Equalities Impact Assessment to be carried out on the planning of the audit consultation. Audit consultation to include consultation with focus groups i.e. disability, gender and race.</td>
<td>Valerie Jones&lt;br&gt;Head of Community Safety&lt;br&gt;020 8937 1035</td>
<td>May 2004</td>
<td>Oct 2004</td>
</tr>
<tr>
<td>Regeneration and social inclusion 2. To ensure that issues of race and equality are addressed through the development and implementation of regeneration programmes across the borough and in particular within the priority neighbourhoods.</td>
<td>Undertake a partial impact assessment of the Regeneration Action Plan. New and changing areas of work will be assessed as they emerge.</td>
<td>Andrew Donald&lt;br&gt;Head of Regeneration Development&lt;br&gt;020 8937 1049</td>
<td>Mar 2005</td>
<td></td>
</tr>
<tr>
<td>Working with Partners 3. The Council will ensure that the Local Strategic Partnership (LSP) promotes the importance of racial equality at strategic level and supports the achievement of equality objectives through the implementation of LSP projects.</td>
<td>The Community Plan will be assessed for its impact on race and other areas of equality. Revisions to the plan will include targets tackling issues of race equality.</td>
<td>Cathy Wellstead&lt;br&gt;Head of Policy Team&lt;br&gt;020 8937 1045</td>
<td>Mar 2005</td>
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### Policy and Regeneration continued

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<tbody>
<tr>
<td><strong>Service Planning</strong>&lt;br&gt;4. To ensure that the council’s Annual Service Planning Guidelines address race equality.</td>
<td>Undertake an Equality Impact Assessment of the guidance. Re-draft the guidance in light of the assessment.</td>
<td>Cathy Wellstead (as above)</td>
<td>Mar 2005</td>
<td></td>
</tr>
<tr>
<td><strong>Best Value and Performance Management</strong>&lt;br&gt;5. To assess the adverse impact on BME groups in the Neighbourhood Renewal areas on the withdrawal of the NRF.</td>
<td>Undertake an Equality Impact Assessment on the Neighbourhood Renewal Fund (NRF) Exit Strategy. Assessment to be integrated into programmed consultation and evaluation.</td>
<td>Andrew Donald (as above)</td>
<td>Mar 2006</td>
<td></td>
</tr>
<tr>
<td><strong>Complaints Management</strong>&lt;br&gt;6. Assess the Complaints Handling process for adverse impact on race and other equalities issues.</td>
<td>Undertake an impact assessment of the complaints handling process. Identify actions to improve monitoring and reporting procedures.</td>
<td>Cathy Wellstead (as above)</td>
<td>Mar 2006</td>
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</table>
## Social Services

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<tr>
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</thead>
</table>
| **Child Placements – Kinship Care and Family Conferencing**  
1. Children's Services will recruit dedicated Kinship Care social workers. | Recruit two social workers who will specialise in the supervision, training and assessment of friends and families. | **Jan Fishwick**  
Children's Services (Placements)  
Manager  
020 8937 4558 | **Oct 2004** | Successfully recruited sufficient sessional social workers specialising in the assessment of friend and relatives to clear the waiting list. |
| **Child Placements – Kinship Care and Family Conferencing**  
2. Children's Services will reduce the waiting list for Kinship Care placements. | 24 assessments completed in one year:  
The four incomplete assessments allocated to social workers within placement and completed in the same year. | **Jan Fishwick**  
(as above) | **Apr 2005** | 28 children placed with either extended family members or significant friends.  
28 Brent foster carers placements available |
| **Child Placements – Kinship Care and Family Conferencing**  
3. Children's Services will set up and pilot Family Group Conferencing. | Fact find from other authorities who have set up similar or the same initiative.  
Set up a consultation group and report back on its effectiveness. | **Chris Bridgett**  
Childrens Services (Resources)  
020 8 904 8291 | **Jan 2004** |  
**Jun 2004** |
**Social Services continued**

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<tr>
<td>Fair access to care services</td>
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<tr>
<td>4. Community Care Teams will monitor the number of clients who after review no longer need a service by ethnicity.</td>
<td>Reviews conducted at least once a year. Systems put in place to collate this information. Number of reviews completed – reported.</td>
<td>Kofi Nyero Learning Disability Partnership, Joint Services Manager 020 8937 4136 Ros Howard Older People Services 020 8937 4030 Diane Brown Adult Physical Disability 020 8937 4625 David Dunkley Head of Brent Mental Health Services 020 8937 4297 John Young Business Planning Manager; Brent Mental Health Services 020 8937 6353</td>
<td>Nov 2003 &amp; Ongoing Jul 2004 &amp; Ongoing Jul 2005 &amp; Ongoing</td>
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<tr>
<td><strong>Fair access to care services</strong></td>
<td>Reviews conducted at least once a year. Systems put in place to collate this information.</td>
<td>Kofi Nyero/ Ros Howard/ Diane Brown/ David Dunkley/ John Young (as above)</td>
<td>Nov 2003 &amp; Ongoing</td>
<td></td>
</tr>
<tr>
<td>5. Community Care Teams will monitor the number of clients who after review can not receive services because they no longer meet the fair access to care criteria by ethnicity.</td>
<td></td>
<td></td>
<td>Jul 2004 &amp; Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>Support for people with mental health needs – Assertive Outreach</strong></td>
<td>Systems put in place to collate this information. Assertive Outreach Team will work within the social model of disability, working with the service users to enable them to identify their own needs and facilitating those needs.</td>
<td>David Dunkley/ John Young (as above)</td>
<td>May 2006</td>
<td></td>
</tr>
<tr>
<td>6. Assertive Outreach Team will monitor the number of clients who after using the service develop meaningful engagement with Mental Health Services by ethnicity.</td>
<td></td>
<td></td>
<td>Apr 2006</td>
<td></td>
</tr>
<tr>
<td><strong>Support for people with mental health needs – Assertive Outreach</strong></td>
<td>Systems put in place to collate this information. Assertive Outreach Team will facilitate service users access to form and maintain positive and supportive relationships with service users, valuing their experiences and perspectives on life. Assertive Outreach Team will respect service users own coping strategies. Assertive Outreach Team will work with service users to enable them to stay out of hospital. Assertive Outreach Team will work with service users to prevent crisis and relapse and develop their own strategies.</td>
<td>David Dunkley/ John Young (as above)</td>
<td>May 2005</td>
<td>Apr 2005</td>
</tr>
<tr>
<td>7. Assertive Outreach Team will monitor the number of clients who after using the service have reduced hospital admission and length of stay when hospitalised by ethnicity.</td>
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### Social Services continued

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<tr>
<td><strong>Support for people with mental health needs – Assertive Outreach</strong>&lt;br&gt;8. Assertive Outreach Team will develop engagement with service users and promote recovery, by increasing the stability in their lives.</td>
<td>Consultation group made up of users and staff established who will look at the impact of services provided by the team.</td>
<td>David Dunkley/John Young (as above)</td>
<td>Jun 2004</td>
<td></td>
</tr>
<tr>
<td><strong>Pre-sentence reports</strong>&lt;br&gt;9. The Youth Offending Team (YOT) will monitor pre-sentencing report proposals to ensure that there is not ethnic bias.</td>
<td>Systems put in place to collate this information. Staff attend equality and diversity training. Managers will monitor this as part of the supervision session.</td>
<td>Peter Sutlieff&lt;br&gt;Head of Youth Offending Team&lt;br&gt;020 8965 6020</td>
<td>Sep 2004</td>
<td></td>
</tr>
<tr>
<td><strong>Pre-sentence reports</strong>&lt;br&gt;10. Children’s Support Panel will develop engagement with their service users and carers to reduce school exclusion and the likelihood of offending. Therefore providing stability in their lives.</td>
<td>Multi-agency support panel established. Advertising Strategy established to raise awareness of the YOT service. Support workers will gain quarterly quantitative and qualitative information about the services that they are providing, including ethnic monitoring information.</td>
<td>Peter Sutlieff (as above)</td>
<td>Sep 2004</td>
<td></td>
</tr>
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**Social Services continued**

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<tbody>
<tr>
<td>Direct Payments Scheme</td>
<td>Ongoing briefing of care managers on direct payments and new support contract.</td>
<td>All service user managers</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Instruct care managers / team managers to consider direct payments as an option in all cases.</td>
<td></td>
<td>Jun 2004 &amp; Ongoing</td>
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<tr>
<td></td>
<td>Set up systems to monitor number of cases offered direct payments and take up of direct payment.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop systems to offer direct payment for respite care breaks and OT equipment across community care.</td>
<td></td>
<td>Dec 2004</td>
<td></td>
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</tbody>
</table>
Brent published its Race Equality Scheme for 2003 to 2004 in May 2003. As part of this scheme an Action Plan which detailed the targets that the council had to carry out to meet the general duty of the Act in 2003 to 2004 was written. In it 47 targets were set to be achieved throughout the year to ensure that the council met its general duty to eliminate unlawful racial discrimination, promote equality of opportunity and promote good relations between people of different racial groups.

The targets set out in the Race Equality Action Plan 03/04 were compiled after extensive consultation with service area senior managers. The 47 targets identified for the year 2003 to 2004 break down into service areas as follows:

- Corporate Centre – 20
- Corporate Services – 2
- Education, Arts and Libraries – 4
- Environmental Services – 4
- Financial Services – 1
- Housing Services – 3
- Human Resources and Diversity – 8
- Social Services – 5

**Target Monitoring**

A good start has been made with the majority of targets achieved. However, some were not met. Of the 47 monitored targets:

- 39 targets were achieved.
  > 35 achieved and completed or achieved and ongoing.
  > 4 achieved but slipped from the stated key/output dates (achieved within the year, but not by the date that was indicated in the action plan).
- 2 targets were partially achieved with significant progress and are still ongoing.
- 6 targets were not achieved.

These break down into service area as follows:

<table>
<thead>
<tr>
<th>SERVICE AREA</th>
<th>ACHIEVED</th>
<th>ACHIEVED BUT SLIPPED</th>
<th>PARTIALLY ACHIEVED</th>
<th>NOT ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Centre</td>
<td>15</td>
<td>3</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Education, Arts and Libraries</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Housing Services</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Human Resources and Diversity</td>
<td>7</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Social Services</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>35</strong></td>
<td><strong>4</strong></td>
<td><strong>2</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>
Targets Not Achieved

Six targets were not achieved.

Corporate Centre

Two targets were not achieved at the Corporate Centre. This was because one of the targets had been put on hold due to the service concerned going through a restructure. The second target was not achieved because there needed to be more discussion on the issue of Brent’s racial and ethnic monitoring categories before it could be progressed.

Environmental Services

Two targets were not achieved in Environmental Services. This was due to the officer responsible for progressing racial equalities issues in the service area being on long-term sick leave. The officer is now back in post, with a second officer allocated to also work on race equality matters, so that such a situation will not occur again.

Social Services

Two targets were not achieved in Social Services. The team which was to achieve these 2 targets had not yet been fully established in 2003/04, so the targets remained unmet. The team is now up and running and those targets will now be achieved.

All the issues mentioned have now been resolved and all the targets that were not met over 2003/04 will now be progressed in 2004/05.

In 2003/04, 47 targets were set... to eliminate unlawful racial discrimination, promote equality of opportunity and promote good relations between people of different racial groups.
This Race Equality Scheme is a living document and is subject to change during its lifetime. Because the council’s priorities may change from one year to the next (for instance, due to new Government legislation) we will review this document annually. The scheme’s accompanying Race Equality Action Plan shall also be reviewed annually to ensure that all the targets set out are achieved to a satisfactory standard. If a target is not achieved Brent’s Corporate Diversity Team will investigate why and will offer the service area support to make sure that the target is achieved within the following year.

Brent’s next Race Equality Scheme will be written in 2006 and will be a three year strategy.
APPENDIX A

ORGANISATIONAL STRUCTURE

See chart at right.

Chief Executive’s Office

Communications and Consultation
- Communications Unit
- Consultation Unit
- Language Section
- Design Team
- Mayor’s Office
- Print Shop

Corporate Services
Legal and Democratic Services
- Legal Services
- Democratic Services

Corporate Services
- One Stop Shops
- Information Technology Unit
- Corporate Property
- Corporate Support

Education, Arts and Libraries
Planning Information and Resources
- Finance
- Asset Management
- Teacher Recruitment
- Communication and Student Support
- Strategic Planning and Information Management
Lifelong Learning and Cultural Services
• Adult and Community Education
• Library Service
• Museum Archive and Arts
• Youth Voluntary Sector Support Services

Achievement and Inclusion
• Special Education Needs
• Inclusive Education
• School Improvement
• Early Years
• Brent Transport Service

Environmental Services

Streets and Transportation
• Highways and Emergency Operations
• StreetCare
• Transportation

Sports and Leisure
• Cemeteries and Mortuary
• Parks Service
• Sports and Leisure

Policy and Performance
• Building Control Consultancy
• Environmental Health
• Financial Information Solutions
• Health Safety and Licensing
• Planning Service
• Registrar of Births, Deaths and Marriages
• Trading Standards

Financial Services
• Financial Control and Planning
• Payroll and Pensions
• Accountancy Services
• Exchequer and Investment
• Financial Analysis
• Cashiers
• Audit and Investigations
• Quality and Service Improvement
• Procurement and Risk Management
• Local Taxation and Benefits

Housing Services

Brent Housing Partnership (Arms Length Management Organisation)
• Repairs and Maintenance
• Housing Management Services
• Brent Building Cleaning
• Standards and Procurement
• Public Sector Finance

Needs and Private Sector
• Housing Resource Centre
• Private Housing Information Unit
• Private Housing Services

Strategy and Regeneration
• Registered Social Landlord Development
• Policy and Research
• South Kilburn Housing Regeneration

Housing Development
• Directorate Support
• Human Resources Liaison
• Public Relations Liaison

Finance Team

Human Resources and Diversity
• Corporate Diversity Team
• Human Resources
  > Policy and Resourcing
  > Projects Team
  > Employee Relations
  > Organisational Development

Policy and Regeneration
• Corporate Policy
• Regeneration
• Community Safety
APPENDIX B

FUNCTIONS OF THE COUNCIL RELEVANT TO THE GENERAL DUTY OF THE RACE RELATIONS (AMENDMENT) ACT

Communications and Consultation

- Managing and supporting communication and consultation with stakeholders including staff
- Translation and interpretation services
- Member development services

Corporate Services*

- Electoral registration
- Customer care and relationship management
- Democratic process
- Access to buildings and facilities

* Corporate Services comprises Legal and Democratic Services, One Stop Shops, Information Technology Unit, Corporate Property and Corporate Support.

Education, Arts and Libraries

- Teacher recruitment and retention
- Library services
- Educational psychology
- Museums
- Cultural services
- Lifelong learning and community learning
- School planning and management information
- Special Education Needs policy and assessment
- School improvement
- Youth service
- Awards and student loans
- Educational welfare and attendance
- Exclusion prevention and alternative provision
- Voluntary sector support
Early years
Out of school support
Management information
Management of pupil referrals
Communications and IT
School finances and funding
Capital programme management
Home to school transport

Environmental Services
Enforcement
Licensing
Planning policy
Sports development
Contract management
Parking
Transport planning
Economic development
Parks and open spaces
Food safety advice
Advice and information
Pest control
Cemeteries and mortuary
Registrars
Entertainment and events
Allotments
Traffic management
Street scene
Waste management

Financial Services
Housing benefits and council tax benefits
Audit, investigations and fraud
Procurement
Cashiers
Budget making and financial reporting
Internal audit
Sundry debtors
Insurance claims
Payroll
Pensions
Construction Industry Scheme

Housing
Strategy and regeneration
Brent Housing Partnership
Housing advice
Housing Resource Centre
> Assessment
> Lettings
> Temporary accommodation
Private sector
> Grants
> Homeless prevention
> Enforcement
> Incentive scheme
> Home Improvement Agency

Human Resources and Diversity
Recruitment, selection and retention
Promoting dignity at work
Monitoring the workforce profile
Monitor Human Resources policies
Run positive action projects
Support service areas on equality
Monitoring exit strategies
Supervision and appraisal
Training and development
Workforce planning
Work-life balance
Job evaluation and rewards
Induction
Sickness absence
Health and safety

Policy and Regeneration
Complaints management
Community safety and crime reduction
Regeneration and social inclusion
Working with partners
Policy development
Best Value and performance management
Social Services

- Recruitment and retention of social work staff
- User consultation
- Children on the child protection register
- Recruitment and retention of foster carers
- Unaccompanied minors
- Access to residential care
- Adults with mental health problems to lives at home
- Supporting adults with drug or alcohol dependency
- Child placements
- Fair access to services for adults
- Support for young people with mental health needs
- Monitoring services by ethnicity
- Adults with disabilities helped to live at home
- Helping people who are chronically sick or disabled to access support services

APPENDIX C

COUNCIL’S PRIORITIES FOR 2004 TO 2006: WHY WERE THESE PRIORITIES CHOSEN?

Corporate Centre

- Agree ethnic monitoring categories
  The council needs to decide corporately on whether we need to develop Brent local categories, so that we can better monitor service take-up.

Corporate Services

- Customer care and relationship management
  Brent needs to ensure that every customer who interacts with the council has their individual needs in relation to race, culture, faith, (and gender, age, disability and sexual orientation) sensitively considered wherever possible.

Education, Arts and Libraries

- Cultural Strategy
  The council’s new Cultural Strategy is for the benefit of all Black and minority ethnic groups in the borough.

- Special Educational Needs
  This service area will be going through a Best Value Review over the next two years. As part of this review we will ensure that the project plan for the Special Education Needs addresses race equality considerations.

- Early Years
  This service area will be going through a Best Value Review over the next two years. As part of this review we will ensure that the project plan for the Early Years service addresses race equality considerations.
• Library service points
  The council needs to take a strong race equality perspective in decision making about library service.

Environmental Services

• Contract management
  The council needs to ensure that contract documents and monitoring procedures incorporate equalsity legislation and good practice.

• Cemeteries and Mortuary Service
  The council needs to be sensitive to and allow for different burial rituals for Black and minority ethnic elders and quicker Jewish and Muslim burials.

• Registrars
  The council would like to encourage opportunities for weddings from different cultures.

• Transportation
  > Transport Planning
  The council will be required by Transport for London to prepare a Local Implementation Plan by autumn 2005. It is essential that we ensure that this plan addresses race equality considerations.

> Traffic Management
  Considerable progress has been made with respect to reducing child road causalities. Preliminary study work has however indicated that there may be a link between casuality rates and ethnicity. £900k has been awarded as a growth item (for 2004/05 and 2005/06) to establish if there is a link and to provide for any remedial action to be taken.

• Parks Service
  > Parks and Open Spaces
  To continue with Brent Parks Annual Customer Survey to enable Brent Parks Service to monitor service improvements and to compare survey respondent’s profiles with the Borough’s demography. This will enable the Service to target any under represented groups/communities.

> Allotments
  To begin a monitoring programme with respect to the age, gender and ethnicity of our Allotment Users. This will enable us to build a model of our customers & target any under represented groups/communities.

• Environmental Health
  > Food Safety
  A high proportion of small/medium sized food businesses are people whose first language is not English. We will assess whether race or language unfairly influence our formal enforcement decisions and actions.

> Advice and information
  To ensure that key information about Pest Control and Food Safety is understood by customers whose first language is not English.

> Pest Control
  Of those who included equalities information in customer survey replies a lower proportion was from the black community. We will gather better equalities information about service users and use this information to investigate whether any section of the community makes lesser use of our pest control service, and if so take steps to rectify this.

• StreetCare
  > StreetScene
  > Waste Management
  We need to reduce waste and increase recycling amongst Black and minority ethnic communities. We do not appear to be getting the message through to ethnic minority communities on the importance of recycling.

> Parking – Scheme Design
  Following the introduction of some Controlled Parking Zones concerns were raise by the local communities about the parking arrangements outside religious and faith buildings. Therefore we will consult with users of faith buildings in Controlled Parking Zones to give fair access and ensure that no unlawful racial discrimination is taking place.
Financial Services

- **Procurement**
The council needs to monitor and promote race equality within procurement and make sure that any contractors and sub-contractors used abide by Brent’s equality and diversity policies and practices.

- **Housing benefit and council tax**
We need to collect information on the ethnicity of service users.

- **Fraud Investigation and Sanction Policy**
This policy deals with overpayment of housing benefit and the measures taken to recover monies. We need to look at the various forms of prosecution that arise from this policy and ensure that members of Black and minority ethnic communities are not disproportionately given more severe sanctions.

Policy and Regeneration Unit

- **Working with partners**
The issue of equality and diversity is a theme running through all elements of Local Strategic Partnership activity. As such, the community plan and partnership promotes race equality at the highest level locally.

- **Community safety and crime reduction**
The Crime and Disorder Audit and Consultation are fundamental to influencing priorities for the next Crime and Disorder Strategy. The Audit must address the issue of race equality (including racial harassment) alongside other equality issues in order to effectively inform the strategy.

- **Regeneration and social inclusion**
Regeneration activity is targeted at Brent’s priority (deprived) neighbourhoods. The majority of disadvantaged people living in these neighbourhoods will be from Black and minority ethnic groups and are likely to suffer disadvantage due to their race.

- **Policy development**
The Policy and Regeneration Unit are instrumental in driving corporate policy and as such have a key role to play in ensuring that impact on race is assessed in the development of policies and in forward planning. Also, the guidance given to managers on how to plan their service will include details on how to ensure that service plans address race equality issues.

- **Complaints Management**
Current procedures and systems for complaints handling allow for the recording of monitoring information. Current practice is not consistent across the authority and there is currently little analysis of the information.

Housing Services

- **Improve Black and minority ethnic council tenants satisfaction levels**
A high proportion of council and private tenants are from Black and minority ethnic communities, so it is important to ensure that their levels of satisfaction and dissatisfaction with the services they receive are identified. Levels of satisfaction will then be improved over the next two years.

Human Resources and Diversity

- **Equality of access to training, development and appraisals**
The council needs to ensure that Black and minority ethnic staff are getting the same opportunities as their White counterparts.

- **Management Information System**
This is a computerised database for the collection and analysis of ethnicity data of members of staff, people who apply for jobs at the council and those who are short-listed.

- **Black and minority ethnic senior management representation**
The council needs to address the issue of the under-representation of Black and minority ethnic staff at senior management level.
• **Best Value and performance management**  
Any process of reviewing service provision and functions of the Council must take into account race equality, and Best Value is fundamental to this process of review, improvement and monitoring.

**Social Services**

• **Child Placements – Kinship Care and Family Conferencing**  
Over 72% of the Placements Children Looked After are from BME groups therefore, the need to provide more innovative ways of providing services that takes into account the cultural and personal needs of the child has never been more apparent to Social Services.

• **Support for People with Mental Health Needs – Assertive Outreach**  
The Assertive Outreach Team has been set up within Brent Mental Health Services to provide services to people with mental health problems who have previously been difficult to engage with using traditional services. These groups might not have engaged with the more traditional services because they may have felt the western model of psychiatry had little or no understanding of their culture, beliefs or experiences.

• **Fair Access to Care Services – Reviews**  
Social Services has a commitment to providing culturally appropriate services to its communities and as such has prioritised Fair Access to Care Services to ensure that the eligibility criteria agreed for Brent does not have an adverse effect on any particular ethnic group.

• **Pre-sentence Reports**  
There are a high percentage of BME youth’s using services within the Youth Offending Services. The pre sentencing reports will be monitored to ensure that there is not any ethnic bias.

• **Direct Payment Scheme**  
Social Services have a commitment to providing culturally appropriate services to its communities. As such the Direct Payment Scheme will be monitored to ensure that there is not a disproportionate number of a particular ethnic group that are not accessing this scheme.
APPENDIX D

RACE EQUALITY SCHEME EQUALITY IMPACT ASSESSMENT

As stated in the Race Equality Scheme, the council is committed to carrying out an equality impact assessment for every new policy and any existing policy that is being reviewed.

1. What is the name of the policy to be assessed?

Race Equality Scheme 2004 to 2006

2. Briefly describe the aim of the policy. What needs or duties is it designed to meet? How does it differ from any existing policies in this area?

The Race Equality Scheme should show how the council intends to fulfil its legal general duty and the specific duties under the Race Relations (Amendment) Act. Under the Act the council must have a ‘due regard to the need to’:

- eliminate unlawful racial discrimination;
- promote equality of opportunity; and
- promote good relations between people from different racial groups.

The general duty is supported by a series of specific duties. One of the specific duties is to produce a Race Equality Scheme.

The Race Equality Scheme differs from any other policies that might already exist to tackle race discrimination in that the council has to produce this scheme by law.

3. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact? What are the reasons for this adverse impact?

There is no evidence to suggest that the Race Equality Scheme has an adverse impact in terms of race, disability, gender, age, religion and faith or sexuality.

4. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, disability, gender, age, faith and sexuality).

The stakeholders of the Race Equality Scheme are customers and staff. 100% of the Black and minority ethnic population who live, work or visit Brent will be affected by this scheme. The primary point of the scheme is to detail how the council aims to produce a positive impact on race.

This is Brent’s third Race Equality Scheme. The two previous schemes did not have any complaints against them in terms of disability, gender, age, religion and faith or sexuality. It is therefore accepted that the nature of the scheme is such that there will be no negative impact.

The council undertook extensive consultation on the Race Equality Scheme with various disability, gender, age, religion and faith and sexual orientation organisations within Brent. These organisations were chosen because their services are targeted at Black and minority ethnic communities. None of these organisations highlighted any concerns regarding negative impact.

5. Have you consulted externally as part of your assessment? Who have you consulted? What methods did you use? And what have you done with the results i.e., how do you intend to use the information gathered as part of the consultation?

We consulted internally and externally as part of our assessment of the Race Equality Scheme (see table). The results of the consultation will be incorporated into the Race Equality Scheme.
6. Have you published the results of that consultation, if so, where?

The results of the consultation are incorporated into the Race Equality Scheme, which will be published by the end of May 2004.

7. Is there a public concern (in the media etc) that this policy is being operated in a discriminatory manner?

There is no concern in the media that the Race Equality Scheme is being operated in a discriminatory manner.

8. If in your judgement, the proposed policy does have an adverse impact, can that impact be justified?

You need to think whether the proposed policy will have a positive or negative effect on the promotion of equality opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

The Race Equality Scheme does not have a negative impact on race, disability, gender, age, religion and faith or sexuality.

The scheme, however, does have a positive impact on race, as the purpose of the strategy is to eliminate unlawful racial discrimination, promote equality of opportunity and good relations between people of different racial and ethnic groups. There is also a positive impact in terms of religion and faith, as matters pertaining to race, religion and faith are often interlinked. Some of the Council’s priorities listed in the scheme pertain to religious and faith issues as well as race.

9. If the impact cannot be justified, how do you intend to deal with it?

There is no adverse impact on race, disability, gender, age, religion and faith or sexuality, so no justification is needed.

### Table: Consultation carried out in drafting the Race Equality Scheme 2004/06.

<table>
<thead>
<tr>
<th>Internal Consultation</th>
<th>METHOD OF CONSULTATION</th>
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<tbody>
<tr>
<td><strong>CONSULTEES</strong></td>
<td><strong>METHOD OF CONSULTATION</strong></td>
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<tr>
<td>Elected Councillors</td>
<td>Workshops</td>
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<tr>
<td>Corporate Management Team</td>
<td>Meeting</td>
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<tr>
<td>Diversity Reference Group</td>
<td>Meeting</td>
</tr>
<tr>
<td>Senior managers</td>
<td>Workshop and e-mail</td>
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<tr>
<td>Black and Asian Staff Forum</td>
<td>Discussion forum with workshop</td>
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<td>Brent Trade Unions</td>
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<td>General staff</td>
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<th>METHOD OF CONSULTATION</th>
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<td><strong>METHOD OF CONSULTATION</strong></td>
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<td>• Brent Community Network</td>
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<td>• Brent Police Service</td>
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<td>• Genesis Housing Association</td>
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<td>• Brent Fire Service</td>
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<td>• London Development Agency</td>
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<td>• North West London NHS Trust</td>
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<td>• Primary Care Trust</td>
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<td>• Job Centre Plus</td>
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<tr>
<td>• West London Business Chamber of Commerce</td>
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<td>• Ujima Housing Group</td>
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<td>• West London Learning Skills Council</td>
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<tr>
<td>• College of North West London</td>
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<tr>
<td>Brent’s ethnic minority community</td>
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<tr>
<td>Voluntary organisations</td>
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<td>Community organisations</td>
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<td>Mail</td>
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<td>Internet</td>
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</tbody>
</table>
10. Kindly provide us with separate evidence of how you intend to monitor in future.

The Race Equality Scheme will be reviewed in 2006. During this review process the scheme will be monitored and another equality impact assessment will be carried out to ensure that there continues to be no adverse impact in terms of race, disability, gender, age, religion and faith or sexuality.

Signed by the manager undertaking the assessment

Full name (in capitals please) Moira Ugoji
Dated 15/04/04
Position in the council Principal Diversity Officer

APPENDIX E

COMPLETED EQUALITY IMPACT ASSESSMENTS 2003/04

Education, Arts and Libraries
- Voluntary Sector Support Main Programme Grant Policy and Criteria
- Youth Inclusion and Support Programme
- School Improvement Service

Environmental Services
- Mapesbury Dell Open Space – Doorstep Green Initiative

Finance
- Anti-Fraud Framework

Housing Services
- Enforcement Strategy (Private Housing Services)
- Assessment for Housing
- Allocation of Resources

Human Resources and Diversity
- Race Equality Scheme 2004 to 2006

Policy and Regeneration
- South Kilburn Master Plan

Social Services
Children’s Placements
- Permanency Policy
- Procedure for recognising bullying
- Discipline in Foster Care
• Applicants Attending Adoption & Permanency Panel
• Allegations against carers

Older People’s Services
• Tendering for the Supply of Frozen Meals
• Re-Tendering for Domiciliary Care
• Implementation of Hospital Discharge and Re-imbursement policy

Youth Offending Team
• Development of Children’s Support panel
• Reparation Officer Developments

APPENDIX F

LIST OF KEY OFFICERS

The Council has set up two groups to oversee the strategic and operational application of equality and diversity initiatives.

Leadership Group on Equality and Diversity

The Leadership Group on Equality and Diversity takes a strategic lead on equalities and diversity issues. The group comprises of members of the Corporate Management Team, the Lead Member for Equalities and Service Improvement and the Head of Diversity.

Jenny Goodall
Director, Social Services (Chair)

Gareth Daniel
Chief Executive

Val Jones
Director, Human Resources and Diversity

John Christie
Director, Education, Arts & Libraries

Tracy Walters
Head of Diversity

Cllr Dorman Long
Lead Member for Equalities and Service Improvement

Cllr Ann John
Leader of the Council

Diversity Reference Group

The Diversity Reference Group is a staff discussion forum that has been set up to actively promote equalities and diversity within Brent Council in both employment and service delivery. Members of the group are from every service area and will act as
`equalities champions' in their service areas feeding back to senior management what was discussed and agreed. The group is chaired by the Director of Social Services who also chairs the Leadership Group on Equality and Diversity.

**APPENDIX G**

**LIST OF ONE STOP SHOPS**

<table>
<thead>
<tr>
<th>Shop Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Hall One Stop Shop</td>
<td>Forty Lane, Wembley, Middx HA9 9HD</td>
</tr>
<tr>
<td>Brent House One Stop Shop</td>
<td>349 - 357 High Road, Wembley, Middx HA9 6BZ</td>
</tr>
<tr>
<td>Willesden Green One Stop Shop</td>
<td>Willesden Green Library Centre, 95 High Road, London NW10 2SF</td>
</tr>
<tr>
<td>Kingsbury One Stop Shop</td>
<td>522 - 524 Kingsbury Road, London NW9 9HE</td>
</tr>
<tr>
<td>Harlesden One Stop Shop</td>
<td>Challenge House, 1 - 2 Bank Buildings, High Street, London NW10 4LX</td>
</tr>
<tr>
<td>Kilburn One Stop Shop</td>
<td>Hampton House, 1b Dyne Road, London NW6 7XG</td>
</tr>
</tbody>
</table>

**One Stop Shop Call Centre Contact Details**

- **TELEPHONE** 020 8937 1200
- **MINICOM** 020 8937 1993
- **GUJARATI LINE** 020 8937 1996
- **FAX** 020 8937 1989
- **EMAIL** customer.services@brent.gov.uk
OTHER FORMATS

A summary version of this Scheme is available in the following formats. If you or someone you know, would like a copy, please let us know by returning this form to the address shown or by calling us on 020 8937 1384 during office hours.

Name ____________________________

Address ____________________________

Post code ____________________________

I'd like you to send me a copy of the summary scheme in:

☐ Large print

☐ Audio cassette

☐ आ दस्तावेजः संक्षिप्त सूची भी आपों को मिलेंगी हैं. तमाम भाषाओं में इन्हें जमा देंगे। तो कृपया कैसे भी आपको भाषामें लिखें, कृपया अन्य तक नीचे लिखें अन्य सर्वार्थसम्पर्क का पता चुकाएं।

☐ उपलब्ध नस्ला इस वेबसाइटटिंग अन्य भाषाओं में भी आपल्लाध है। परंतु आपको आपकी भाषा में इसका अनुवाद कर लेने के लिए लिखें अपने राज्य/पंजीकरण शाखा को।

☐ इस दस्तावेजः का सारांश अन्य भाषाओं में भी उपलब्ध है। यदि आपको आपकी भाषा में इसका अनुवाद चाहिए तो कृपया अपने राज्य/पंजीकरण शाखा को लिखें।

☐ आप अपने नाम, नंबर और इमेल लिखें अगर आपको इसका अनुवाद चाहिए।

☐ आपको इसका अनुवाद चाहिए तो कृपया इमेल लिखें।

☐ आपकी भाषा में अनुवाद चाहिए तो कृपया इमेल लिखें।

☐ Warqaddan oo la soo koobay oo luqado kale ku qoran ayaa la heli karaa. Haddii aad u baahantahay iyadoo tarjuman fadlan calaamadi sanduuqaa munaasibka ah, kadiibna foomka buuxi oo ku soo celi cinwaanka hoose.

☐ फिर समझने के लिए आपके सहभागी लोग के साथ बातचीत करने के लिए फिर समझने के लिए अन्य भाषाओं में लिखें।

☐ फिर समझने के लिए अन्य भाषाओं में लिखें।

☐ Nëse e dëshironi të përkthyer ju lutemi shënoni katorin përkatës, plotësoni formularin dhe na e ktheni në adresën e mëposhtme: