

# Our Equalities Plan means business 2021-25



**We're committed to  
addressing inequalities**



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Front cover: CommUnity Day marchers arrive in Ravenscourt Park for the celebration.

This page: Residents enjoy a Black History Month event; girls playing football at a football festival; and the Mayor's visit to the Christmas nursery performance at Wendall Park Nursery .

# H&F Our Equalities Plan means business

## Foreword from Councillor Sue Fennimore



We're committed to making Hammersmith & Fulham the most inclusive borough in the country; a place where everyone feels valued and residents have equal access to the opportunities our borough offers. I believe that local government should change people's lives for the better – it can and it does. Fundamental to achieving that is identifying and dismantling inequalities that hold us back.

The council has a major role to play, both in tackling inequality and in creating new opportunities. That's why we're working hard and have created an Industrial Strategy that responds to the needs of young people and provides access to future growth sector careers, such as digital media and STEM (Science, Technology, Engineering and Maths) industries amongst other projects and policies that create a strong and inclusive environment.

We don't have all the answers but we're committed to doing things with residents not to them. We want to hear the barriers you or others may face and how you believe they can be tackled. We believe that if we work together we can develop new policies that really go to the heart of the barriers that our residents face and together, we can address them.

We've set out our vision for tackling inequality. It has five objectives:

1. Everyone in our borough feels valued and that they belong.
2. Removing barriers to inclusion.
3. Ensuring that our services tackle the disproportionate impact on young people (including those at risk of street crime and exploitation by gangs).
4. Improving opportunities for all.
5. Becoming an employer of choice and fostering greater inclusion.

The council has already made great strides over the last seven years in addressing inequality by

tackling issues ranging from food poverty, crime and discrimination to loneliness and homelessness. We've also supported and helped local businesses, generated employment and educational opportunities and we continuously promote social cohesion. We put compassion at the heart of everything we do.

### **But we can do more**

The Covid-19 pandemic has put into stark relief the inequalities that persist within our communities – disproportionate numbers of people from our Black, Asian and Minority Ethnic communities have lost their lives and the most deprived communities have been the hardest hit, both economically in terms of unemployment and worsening mental health. We also know that working women and female carers have borne a disproportionate impact and that our Disabled residents face new and specific challenges.

But this pandemic has also revealed the strength in our communities as illustrated by the army of volunteers who have provided food, company and support to those in our community who needed it most.

When we emerge from this pandemic, we have an opportunity to not only build back better, but to build back fairer.

**Councillor Sue Fennimore**  
Deputy Leader Hammersmith & Fulham Council



# Fairness and equality at the heart of what we do

Hammersmith & Fulham Council puts fairness, equality and compassion at the heart of everything we do. Here's a snapshot of some of our recent work:

In 2019, we started providing free school breakfasts for all our primary school children and pilots in two secondary schools, to help them reach their full potential. We already provide free home care for all our Disabled and older residents, and, in partnership with local charities, a free Christmas meal to the over 60s, which helps to tackle loneliness and isolation at a critical time. Supporting our residents always comes first, but we're also proud that we were able to offer sanctuary to unaccompanied refugee children many of whom were stranded in terrible conditions in camps in mainland Europe.

This borough celebrates our residents' diversity, whether during Black History Month, Inter Faith Week, UK Disability History Month or other events held throughout the year. Our International Women's Day celebrations are important to us and last year we promoted a full community programme marking 16 Days of Gender-Based Activism.

We proudly fly the EU flag over our Town Hall because we value our EU citizens and the contribution they have made to our communities over generations.

We work hard to tackle all forms of discrimination and prejudice and we launched CommUnity Day in response to the spike in hate crime we witnessed after the Brexit Referendum. It's our answer to efforts to divide our communities and provides an opportunity to come together in celebration of our borough's rich multicultural heritage.

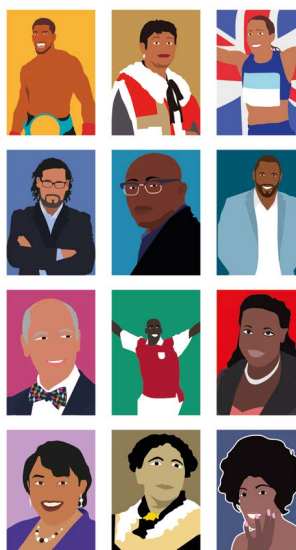
These events are important symbols of our determination to tackle inequality, but they are not only symbolic. Through our ambitious Industrial

Strategy: 'Economic Growth for Everyone,' which will shape our post-Covid-19 recovery efforts, we're determined to provide educational and employment opportunities across our borough through apprenticeship incentives and employment support for local residents.

Our Town Hall redevelopment is being co-produced with a group of Disabled residents to make sure it is the most accessible and inclusive Civic Campus in Britain allowing everyone to share in the prosperity it will bring.

H&F declared a climate emergency, which will consider and examine the unequal impacts of climate change, and the opportunities for equality from climate action.

We take our responsibilities as a large employer seriously. We aim to continue working towards a diverse workforce across all grades including senior management, fostering inclusive and responsive services and finding solutions and opportunities that address the needs of residents who are faced with disadvantage or inequalities.



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Previous page: An International Women's Day event; lanterns for light display at one of our local school's playground ; Our campaign to encourage EU citizens in H&F to apply for full settlement rights before Brexit.

This page: Celebrating Black History Month.



# Measuring progress

The Equalities Plan and supporting actions are 'living' documents. The plan and accompanying delivery plan will be refreshed periodically to ensure that our policy and practice considers any emerging and prevalent national and local priorities.

We will publish periodic reports setting out our progress.

We will establish a board to coordinate and embed equality work and manage the implementation of the plan. The board will be responsible for the evaluation (and review) of the Equalities Plan. The Plan will be reviewed periodically by all departments and partnerships that own the objectives, measures, and actions. The review will be coordinated by the council's business partner Equality, Diversity, and Inclusion.

Progress will be regularly reported to the senior management teams, Cabinet, Policy and Accountability Committees, and themed partnership boards as appropriate.

We will implement an appropriate involvement strategy during these reviews which will be proportionate to the degree of change likely to be needed.

The plan will be delivered in full within a period of four years. This will include a comprehensive analysis of our measures to inform the development of new objectives.



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Previous page: Marcus Garvey Mural; a Fulham Cross Academy pupil takes part in the annual H&F Chef of the Year competition; dancers taking part in the Mayor's Diversity and Inclusion Event; an Adult Education class at the Macbeth Centre in Hammersmith, a tribute to our NHS heroes from Queens Manor Primary School; Youth Takeover Challenge Day at Chelsea FC; a same sex wedding ceremony.

This page: Hammersmith & Fulham Civic Honours Awards at Hammersmith & Fulham Town Hall.

# Our Equalities Plan – the protected characteristics

There are nine protected characteristics and in the following pages. We outline our five key draft objectives which focus on deliverable outcomes and improved life chances for all.





# Our objectives

## Objective 1 Everyone in our borough must feel valued and that they belong

We aim to foster an environment in which all residents, workers and borough visitors feel valued, included, safe from discrimination and prejudice and that our public services are responsive to their needs.

The Covid-19 pandemic has highlighted the importance and impact of community wellbeing and collaboration. Our goal is to keep this at the heart of our public health response and draw on it to strengthen wider community and social cohesion.

In working towards this, we also want to ensure everyone plays a part regardless of their social or economic circumstances (particularly in relation to health including mental health, education, employment, and housing). We want a Borough where residents are not isolated from wider society and have access to a healthy environment.

We want to ensure that everyone in Hammersmith & Fulham is free from the fear of attack or abuse on the basis of their age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation or any other factor that defines their unique identity, that they are not isolated from wider society and that they have access to a healthy environment.

The council does not tolerate discrimination of any kind and will do everything we can to prevent this from happening.

As a local authority, we use all our powers and resources to enable us to achieve these objectives as far as we can. We work in partnership with other agencies and look to central government to provide supportive legislation and enforcement to advance equality.

### The council's workstreams already supporting this objective include:

- Tackling health inequalities and disproportionate impact on particular groups.
- Tackling social isolation and loneliness particularly amongst the elderly and those living with a disability.
- Supporting greater community participation, volunteering and involvement particularly from underrepresented groups and those from disadvantaged areas.
- Delivering environmental improvements, e.g. cycle paths and pocket-sized areas of seating and greenery called "parklets".
- Widening participation and coproduction in climate action.
- Tackling poverty, homelessness and rough sleeping.
- Supporting local businesses and access to good quality jobs for those furthest away from the job market.



This page: One of our residents at the Christmas reception in the Mayor's parlour.



## Objective 2 Removing barriers to inclusion

Our objective is to establish Hammersmith & Fulham as one of the most accessible and inclusive boroughs in the country. We're connecting with more and more residents to identify the challenges and barriers they face. Those connections have grown stronger during the pandemic.

Following the recommendations of our local Disabled People's Commission, led by local Disabled residents, our aim is for all residents to be involved in decision making and co-designing all council policies and strategies that impact on their lives.

We want to create fair, equitable and transparent access. For us, this also means access to information that is easy to understand and access to basic skills such as speaking English. In so doing, we want our services to meet individual needs using technology as an enabler.

We recognise that as well as facing discrimination on individual grounds of age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation our residents can face discrimination for more than one reason. The push for greater inclusion and equity will increasingly identify those different experiences so that they are reflected in what we do.

The work we're doing is all about 'Doing things with residents and not to them'. Co-production (working together) is a way for us to make that happen in practice and includes everyone. The work we've been doing shows that we can be successful in bringing about inclusive change if we adopt the approach of 'Nothing About Us Without Us' with residents and staff.



### The council's workstreams already supporting this objective include:

- Co-producing services, council policies and strategies with those they impact the most.
- Ensuring the Civic Campus development is co-produced, inclusive and fully accessible.
- Working with residents and communities to co-produce more public projects such as White City.
- Developing our Independent Living vision with residents to support more choice and control over support and services in areas such as social care, housing, employment and education.
- Recruiting residents to support the delivery of our new Disabled People's Housing Strategy.
- Developing resources with community organisations so residents can feel confident to participate and get involved.
- Challenging digital exclusion (particularly amongst groups that need more support and seldom heard groups) and connecting residents with council services.
- Continuing to foster a resident focused culture within the council.

All our work is about building good, inclusive, relationships with residents and all our communities.

Previous page: Music band Taxi Pata Pata perform at Marcus Garvey Mural event.

This page: Councillor Sue Fennimore presents the final report of the independent Disabled Residents' Commission alongside members of the commission.



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## Objective 3

### Ensuring that our services tackle the disproportionate impact on young people (including those at risk of street crime and exploitation by gangs)

Our values include economic prosperity for all. We want to ensure that all children and young people receive the critical services and interventions available to better equip them to secure positive opportunities and bright futures.

We want to build economic capacity by:

- providing a more flexible and responsible education system that addresses vocational training as well as academic learning
- providing more opportunities for young people by linking in with existing initiatives such as the Industrial Strategy and White City Development.

We are also aware of the disproportionate impact of climate change on future generations

We will also use a public health approach to tackle the root causes of youth crime such as school exclusions and other challenges facing young people.

Over the past eighteen months the borough has seen an increase in serious youth violence, largely attributed to organised gang activity. In response, we've set up a new Gangs, Violence and Exploitation Unit, in partnership with the Metropolitan Police Service, tasked with keeping people safe, preventing young people from being victimised or exploited by organised criminals and tackling the fear of crime.



#### The council's workstreams already supporting this objective include:

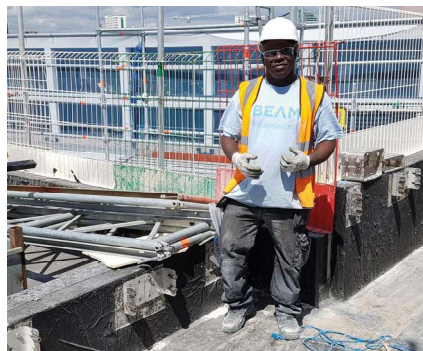
- Getting the most value from our new dedicated Gangs unit.
- Embedding The NET, our expanded street Neighbourhood Enforcement Team.
- Developing a safer streets and gang strategy.
- Continuing to tackle hate related crime.
- Delivering the Prevent strategy (which identifies and engages with individuals who may be susceptible to being radicalised and drawn into terrorist activities).
- Promoting inter-generational initiatives that are proven to deliver greater community cohesion and a better understanding of the different challenges affecting younger and older people.
- Ensuring that the Hammersmith & Fulham's Industrial Strategy responds to the needs of all young people and is a catalyst for boosting career opportunities and enterprise in growth sectors, such as digital media and science, technology, engineering and mathematics (STEM) industries.

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Previous page: A Youth Takeover Event.

This page: Event at Fulham Football Club where refugee children take part in football training sessions.

Next page: Working with Imperial College means we can encourage young people to fulfil their potential in science and technology, Youth Parliament at Hammersmith Town Hall 2017, H&F and Beam are helping homeless people get the training they need to access skilled jobs, International Day of Persons with Disabilities event at Hammersmith Town Hall.



## Objective 4 Improving opportunities for all

We want to create opportunities for residents and communities of all backgrounds to flourish, developing their skills and abilities in their chosen career paths.

Research has found that inequality can develop because of inter-generational disadvantage starting in early childhood and reoccurring throughout life. We know it is a set of complex needs that put children at a greater risk of repeating a cycle of exclusion experienced by their parents. Inadequate housing, poor diet, lack of access to decent open spaces and many other factors can compound disadvantage for children from less well-off backgrounds.

We'll use our influence and resources to ensure residents have full access to skills, enterprise, and career opportunities, to help them reach their full potential and fulfil their aspirations. No one should face any disadvantage in the labour market in Hammersmith & Fulham.



### The council's workstreams already supporting this objective include:

- Ensuring our Industrial Strategy helps tackle a post-Covid-19 recession in collaboration with key anchor institutions and business, regional and pan-London partners.
- Targeted employment and training initiatives, including:
  - Earn while you Learn initiative: expanding council and borough-wide apprenticeship activity, from entry level to advanced and improving access for all residents.
  - Growing our Supported Interns programme.
  - Rebooting Workzone: our borough-wide employment brokerage service so we better support access for all residents to good quality jobs and opportunities to enhance and develop their skills.
  - Beam programmes: helping homeless people get the training and support they need to access skilled jobs.
- Promoting adult learning and skills training and building greater access to employability and life-long learning for all.
- Valuing the voices of young people in all our work.
- Continue to deliver climate education programme in schools and skills training for the green economy.

This page: Duke at Pedal Back Cycling in Fulham, Adult education courses at H&F's Macbeth Centre.





## Objective 5

# Becoming an employer of choice and fostering greater inclusion

We want to recruit from all sections of our community to ensure that the council's workforce reflects the borough's diversity and in particular underrepresented groups at all levels, whilst creating an environment where all staff feel secure and confident in being themselves.

We believe that the council cannot ensure the delivery of equitable opportunities, equitable treatment and inclusion for its residents and service users, if its workforce doesn't reflect the community it serves. We aim to employ a workforce that represents our borough's communities across all levels, one that is treated equally and respectfully and all its differences embraced and celebrated.

The council is working on its pledge to ensure equality of opportunity among staff and potential recruits. We'll lead by example. We'll monitor our own standards to make sure we achieve and maintain an inclusive workforce at all levels of the organisation through coaching, mentoring, job carving and career pathways.



### The council's workstreams already supporting this objective include:

- People and Talent initiatives, e.g. Get Ahead (promoting internal staff development opportunities).
- H&F 'Earn Whilst You Learn' Academy - a compelling alternative to University for local people and skills development for council staff (apprenticeships).
- Recruitment and selection policies and procedures that are fair and transparent – maximising inclusive career opportunities for residents and young people.
- Inclusion matters – developing opportunities to hear staff voices and lived experiences, a participative staff culture (e.g. H&F Way – a staff led initiative).
- Tackling race inequality in the workplace initiatives in response to the Black Lives Matter movement through delivery and monitoring of progress of initiatives such as the Race at Work Charter.
- Communicating with our customers – improving customer services and developing an inclusive workplace.

Previous page: H&F Council aims to be a fully inclusive employer. However, focusing on inclusion does not mean that we don't need to think, talk or take action around issues of diversity and equality. This page: Earn While You Learn (apprenticeships).

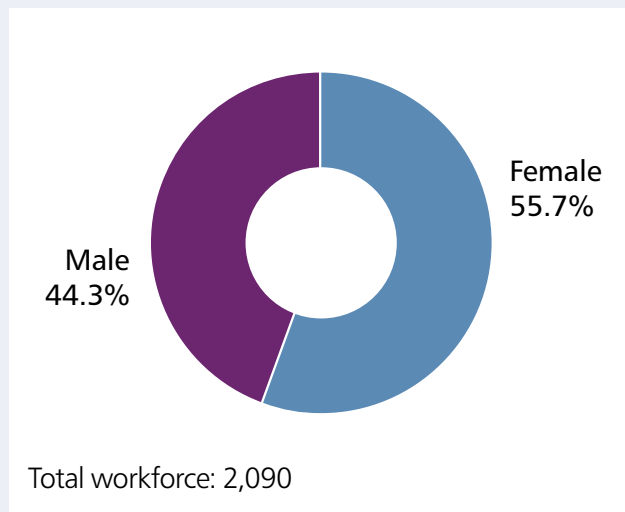
A volunteer at the Hammersmith & Fulham Foodbank helps package a parcel for a resident in need.



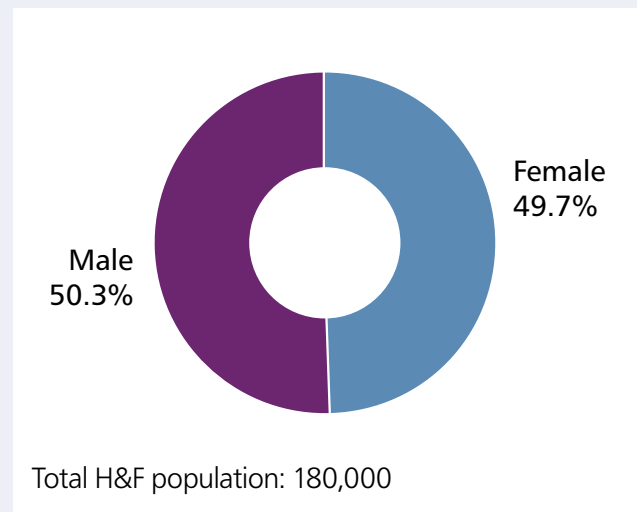
# How the council is doing as an employer – a snapshot

We employ 2,090 people and work well with a good number of contractors. The opportunity to be an exemplar employer for equality, diversity and inclusion is something we are striving towards.

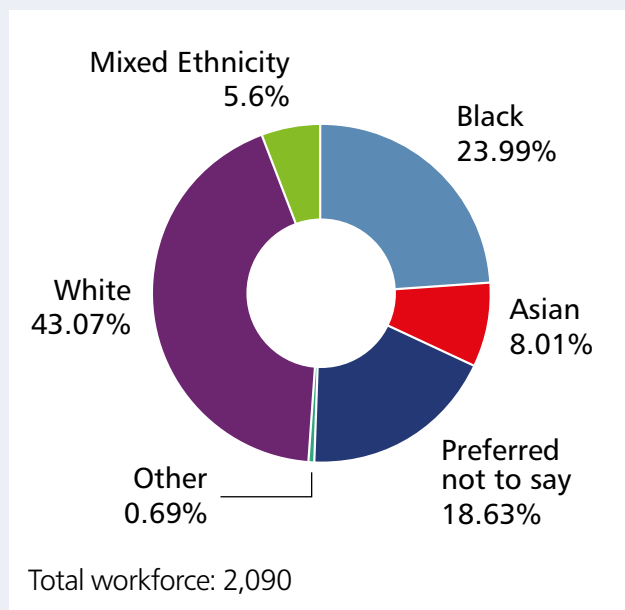
**Workforce by gender, December 2020\***



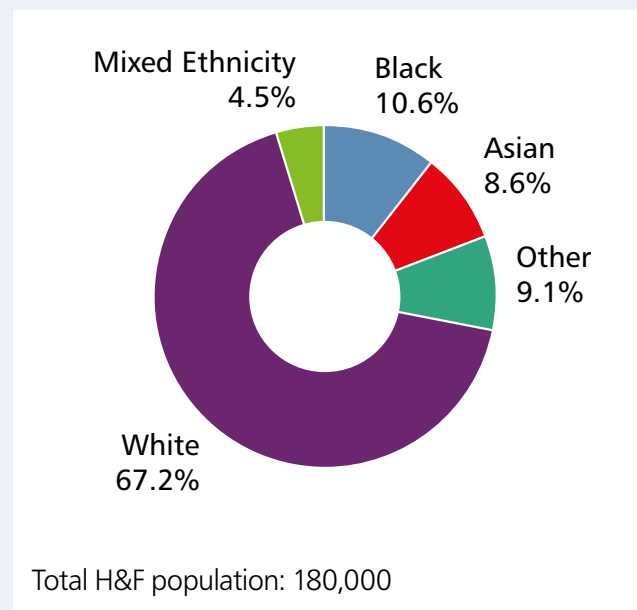
**H&F working age population by gender, 2020**



**Workforce by ethnicity, December 2020\***



**H&F working age population by ethnicity, 2020**



\*At the council we are promoting a 'share not declare' initiative with staff and are pleased to see that more staff are sharing their data.

