



# Hertsmere Borough Council

## Eliminate, Advance and Foster

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(Hertsmere Borough Council's response to the General Equality Duty)

### Introduction

Hertsmere Borough Council is obliged to publish information to demonstrate compliance with the General Equality Duty across all our functions. This is to include information on the effect our policies and practices have had on people with a protected characteristic including our workforce.

This information will be based on both quantitative and qualitative data that has been collected by Hertsmere and other partners.

The information we must publish is:

- Evidence of analysis undertaken
- Details of the information we have considered
- Details of engagement we undertook

This document was first published in January 2012 and has been refreshed and updated in accordance with the duty. This document contains a summary of the work Hertsmere Borough Council has been doing to comply with the General Equality Duty including a variety of new case studies, and, where possible, updated data to show this.

### Background

The Equality Act came into force on 1 October 2010. On 5 April 2011 the new Public Sector Equality Duty came into force to bring together the previous duties on race, disability and gender into a single duty and extending the duty to cover age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment.

The general duties in force require us, when exercising our functions, to have due regard to the need to eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; promote equality of opportunity for all and foster good relations with individuals with protected characteristics.

The Equality Duty has three aims. It requires us to have **due regard** to the need to:

- **Eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act
- **Advance equality of opportunity** between people who share a protected characteristic and people who do not share it
- **Foster good relations** between people who share a protected characteristic and people who do not share it

Having **due regard** means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decision reached by us – such as how we act as employers; how we develop, evaluate and review policy; how we design, deliver and evaluate services and how we commission and procure from others.

An updated Equality Policy has been developed in line with the requirements of the Equality Act 2010. The policy aims to ensure that Hertsmere Borough Council meets all the obligations placed on us by equality legislation. This policy as approved by the Executive in December 2011. A copy of the policy can found [here](#).

Hertsmere Borough Council recognises the need to include all protected characteristics within this policy, to ensure a full commitment to promoting equality and diversity.

We are committed to integrating equality considerations into all our future strategies, policies and procedures

### **The Hertsmere Context**

Hertsmere has a leading role to play in improving the quality of life for everyone who lives and works in the Borough. Hertsmere's geographical location is to the north of Greater London. This has an impact on the local economy, and whilst it generates inward investment, it also places added pressure on our infrastructure. With three major roads (M1, M25, A1) and good rail links running through the borough, the population is very mobile and over 60% of residents commute to work outside the area.

The Council is part of a three-tiered political structure in Hertfordshire, with Hertfordshire County Council (HCC) responsible for social care, education, waste disposal, highways etc. In addition to the district council, there are also town and parish councils in the borough.

The population estimate of the borough, based on the 2011 census is 100,031. The largest age group in Hertsmere is the 30-44 year olds at 20,683. This is a change since our last publication when 45-49 year olds at 7,900 people was the largest age group. After Watford, Hertsmere is the most diverse district in Hertfordshire.

Hertsmere is also the centre of Hertfordshire's Jewish community - almost 67% (an increase of 7%) of the Jewish population live in the borough, making up 14.38% of the population; larger than that of all the London boroughs, except Barnet and Hackney according to the 2011 census. Hertsmere also has a large Indian population of 3,723 people, who mainly follow the Hindu faith and is home to the UK headquarters of the International Society for Krishna Consciousness, Bhaktivedanta Manor.

Hertsmere is a relatively affluent area with low unemployment, good levels of education and a low crime rate. Key contributors to the area's economy include the concentration of the creative film industry in the borough, including the BBC Studios and the world renowned, Council owned, Elstree Studios. Unemployment based on the Job Seekers Allowance claims, has reduced from 2.3% in December 2012 to 1.8% in November 2013. However, this hides significant variations between wards, with Borehamwood Cowley Hill having the 4<sup>th</sup> highest unemployment rate in the County. There are a number of localised pockets of deprivation in areas. The 2010 Census shows that Borehamwood Cowley Hill is highlighted as 27.61 households or over in poverty and Borehamwood Brookmeadow 22.01 – 27.6 households in poverty. Potters Bar Oakmere is also highlighted as 17.91-22 % of households are in poverty. This deprivation contrasts sharply with the equally concentrated areas of affluence that characterise other areas of the borough, particularly Radlett and Aldenham. Consequently, we are mindful of the diverse community we have in Hertsmere.

Please see '[Knowing our community](#)' for detailed statistical information we currently hold on the new protected characteristics. This information will be updated as and when the results of the 2011 Census are known.

Most local residents agree their area is a place where different people from different backgrounds get on well together. According to the 2008 Place Survey, the percentage of residents who believe people from different backgrounds get on well together in their local area is 81%.

The office for National Statistics undertook a detailed study on measuring national wellbeing. This showed that nine out of 10 Hertsmere residents were satisfied with the area as a place to live and satisfaction overall was on the increase in the borough. The study also showed levels of personal happiness across the UK. Hertsmere has the highest mean average in Hertfordshire for personal happiness. The study and results can be found [here](#).

## **Hertsmere Borough Council – Values and Priorities**

Hertsmere Borough Council is a public service organisation whose purpose is to deliver high quality, value for money services for our communities. Our vision, 'working with you, for you, improving our communities, our places' reflects our commitment to:

- Community engagement – 'working with you'
- Service – 'for you'
- Our communities 'improving our communities'
- Our place shaping role – 'our places'

Supporting the vision are our values. These are behaviours that are important to us, and which together with our business principles and performance improvement, provide a framework for our actions to support the vision. One of our core values is '**ensuring equality in all we do**' - we will value and listen to each other and understand and acknowledge the contributions our differences make.

We will continue to promote a cohesive community by supporting organisations such as the Forum of Faiths, which actively promotes wide tolerance and understanding. We will continue celebrating our diverse communities through our support for activities and events such as Interfaith Week and Holocaust Memorial Day.

We recognise that there are many different communities within Hertsmere, from locality-based communities, faith communities, ethnic origin communities and business communities, to common-interest groups, and transient communities. We also recognise the key place shaping role that has been given to councils and councillors, and reflects the diverse places in our borough. Our towns, villages, neighbourhoods, buildings, parks and amenities all contribute to our unique sense of place.

A new Community Strategy was approved in April 2013. Our priorities are designed around our knowledge of our places and communities, the challenges and opportunities presented by wider national, regional and county agendas, and the feedback from local residents on issues that are important to them.

#### **Safer communities**

- To create safer environments by tackling crime (particularly dwelling burglary and vehicle crime), anti-social behaviour and alcohol-related disorder.
- To improve lives by reducing harm caused to communities by drugs.
- To reduce offending and manage offender behaviour.
- To build community confidence and increase feelings of safety.

#### **Thriving communities**

- To provide accessible opportunities to skills development and financial advice.
- To increase community involvement and cohesion so people feel empowered and that they belong.
- To enable people to take part in decision making processes, increasing pride in communities and assisting ideas to thrive.
- To support the development of volunteering, social enterprise and business opportunities
- To improve living conditions and sustain a vibrant environment, working locally with families in need.

#### **Healthier communities**

- To promote healthy weight and increase physical activity.
- To improve mental health and emotional wellbeing.
- To create a healthy culture across all services, all communities and all workplaces.

## **Complying with the General Equality Duty**

In October 2009, the council was recognised as an 'Achieving' authority following an assessment by the Improvement and Development Agency for local government. We aim to ensure that all our services are delivered on an equitable basis and take into account the needs of our local communities. During 2014 we will be seeking to become a Diversity Champion which is an internationally recognised award.

The Council's Equalities Policy 2011 provides all staff and members of the council, partner organisations and Hertsmere residents with a clear statement of the council's strategic direction on one of its key objectives to promote a cohesive community, to promote equality and diversity and eliminate discrimination in service delivery and employment. It makes clear the council's commitments in fulfilling its legal obligations to achieve equality of opportunity in the areas of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We published our [equality objectives](#) in April 2012, an action plan for reporting against these objectives is being prepared.

Hertsmere Borough Council maintains the Local Joint Committee (LJC) which is made up of staff, Councillors and Union representatives to analyse and assess the impact of new policies and procedures on all staff.

Hertsmere is represented on various networks, i.e. Herts Diversity Network, Herts Equality Council, Lesbian, Gay, Bisexual and Transexual (LGBT) Group and the Domestic Violence (DV) Forum; this enables us to share and access information and good practice.

The Council continues to recruit and retain a diverse workforce that reflects our local population.

- The percentage of employees with a disability rose from 3.0% in 2011/12 and rose again in 2012/2013 to 3.7% and reduced in 2013/14 to 3.2%;
- The percentage of employees from ethnic minorities increased from 19.5 % in 2011/12 but decreased to 8.2% in 2012/2013 and rose again in 2013/14 to 19.3% (6.9% of respondents preferred not to say);
- In 2011, the percentage of female employees was 49%. According to the 2012 survey 51.1% of employees are female and in 2013/14 48.2% of the workforce are females.
- All of the council-owned buildings are accessible to people with a disability.

The increasing diversity of our workforce is also reflected in areas such as age, sexual orientation, marital status, social class, religion or belief. We recognise that the quality of the services provided to the people of Hertsmere depends to a large extent on the ability, motivation and effectiveness of the people employed to deliver those services. The Council seeks to become and remain an “employer of choice” attracting the best range of candidates for any vacancies arising and retaining existing, valued staff wherever possible. [‘Knowing our Workforce’](#) shows in more detail Hertsmere Borough Council’s workforce profile and the Equalities Monitoring form used for the latest collection of information in 2013.

In 2013 a new council tax benefit scheme was introduced. Central Government advised local authorities to follow three key principles – protection of pensioners (statutory requirement), protection of vulnerable groups and the proposal to include incentives to work. Hertsmere also agreed to protect disabled persons as well as lone parents with children under the age of 5.

Due to the changes in how the benefit was calculated and changes in Government legislation around spare rooms, it was agreed that Hertsmere would set-up a hardship fund of £70,000 was set aside and £9, 924.31 has been spent to date. 117 applications to this fund have been made of which 76 were successful.

The information below outlines how Hertsmere Borough Council, across its different services, has fulfilled the general equality duty and the three main aims; to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. More detailed information is provided in the case studies attached.

## **Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act**

Hertsmere Borough Council aims to eliminate unlawful discrimination by ensuring that no existing or potential employee or service user receives less favourable treatment than another on the grounds of race, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We ensure everyone is treated with dignity and respect at all times regardless of their backgrounds; we provide a positive and supportive work environment for all employees which is free from harassment and where individuals are encouraged to realise their full potential. We also take complaints/grievances seriously, investigate them, take appropriate action to deal with the perpetrators and support the complaint/grievant.

### **Training**

The council has a programme of training for staff to further the aims of the council under the general equality duty for its employees and for others with an interest. This includes Equality and Diversity Political Leadership and Committee briefing for Councillors, Equality and Diversity training and Equality Impact Assessment training.

Hertsmere is committed to promoting equality and diversity and to achieving an inclusive culture for our staff and the communities we serve.

We recognise that to do this, we need to be fully informed about how we can best meet the needs of our customers and colleagues. Mandatory training has been introduced for all staff which will:

- Increase knowledge of equality and diversity
- Help to improve interaction with service users and colleagues
- Make staff aware of obligations under the related legislation

The training consists of three modules, each with a short assessment at the end to determine what has been learnt.

- Equality & diversity training for staff
- Disability equality training
- Managerial equality & diversity training

The first two modules are designed to be completed by all staff, with the third module being more appropriate for those in a managerial role

### **Equality Impact Assessments**

We have been carrying out Equality Impact Assessments (EIA) since 2007. These impact assessments review how our policies and procedures may affect different groups of people. It enables us to identify what we are doing well which promotes equal opportunities for all groups within the communities we serve; as well as the areas where we need to improve the services we provide in order to ensure that no group is disadvantaged. Copies of completed impact assessments can be found on the website [here](#).

An EIA of the customer services strategy has been undertaken. The outcomes of the EIA together with action taken to improve access to services led to the introduction of a multi-language line, Sign Language cards at all receptions, facilities for Type Talk, hearing loops, interpretation and large print. We are also registered on Direct Enquiries national database dealing with access issues for disabled people. We introduced a low-level terminal with adapted mouse in the Civic Offices reception area for wheelchair users / people who need to sit down to use the system.

Monitoring and equality impact assessment in relation to recruitment and selection led to the council adopting the Two Ticks (Disability) Symbol, encouraging the use of Access to Work Scheme, encouraging more flexible work arrangements including part-time working, and producing a new Recruitment and Selection Policy and Procedure, and Recruitment and Selection Operational Handbook to improve access to employment for all job applicants. Our recruitment and selection procedure and operational handbook incorporate equality laws and best practice in recruitment and selection.

### **Advance equality of opportunity between people who share a protected characteristic and people who do not share it**

We ensure we promote equality of opportunity for all by ensuring all employees receive equal pay for work of equal value, encourage people of diverse backgrounds to participate in any of the changes or improvements made and ensuring membership of decision making bodies, panels and committees take account of equality issues. Our Environmental Health Team regularly run food hygiene training and where English is not the first language have provided a trainer who is conversant with the appropriate language, so far this has included Chinese, Bengali and Spanish.

Our procurement strategy requires any major procurement exercise to consider equality and diversity when assessing bids. Contractors, agencies and consultants are required to abide by the council's equality policy in connection with the work they carry out for the council.

Hertsmere's municipal calendar is updated annually and meeting dates are set to avoid Jewish festivals as a large proportion of Councillors are Jewish.

Democratic Services held an open evening to encourage people from a variety of backgrounds to attend to see what being a councillor entails. This event was targeted at Mums and young people and a total of 38 people attended.

We have recently reassessed the relevance of key functions to equality. Where we have identified relevant characteristics for a service or function, we will seek to collect and analyse data to ensure we are able to assess the effectiveness of our services. Information on services and relevant characteristics can be found [here](#).

## Housing

Our Housing Strategy contains a special section on housing for people with special needs. The action plan contains actions for the following:

- Gypsies and Travellers
- Older People
- People with learning disabilities
- People with mental health issues
- Young people
- People with low levels of literacy
- Young families
- People with physical disabilities
- People with both physical disabilities and learning disabilities

In 2008 we introduced a Tenancy Liaison Officer for tenants of the private rented sector who require assistance in managing their tenancies. This can include people with mild learning disabilities, mental health issues and young people.

Our Housing Options Team have been trained to advise people on their housing options and are developing specialisms in different client groups – for example, one officer is specialist in assisting people with physical disabilities and another is developing a specialism in domestic violence.

We have facilitated some very impressive new affordable housing schemes that are accessible for people with physical disabilities.

Our Homelessness Strategy is currently undergoing final consultation and includes:

- Development of a supported housing scheme for young vulnerable people with learning and physical disabilities
- Introduction of a Sanctuary scheme for women at risk of domestic violence,
- Development of a debt and money advice service, including a mortgage rescue scheme,
- Bringing Empty Homes back to use through Place Scheme Rent and Bond deposit Scheme
- In partnership with Hertfordshire County Council and a grant from Homes and Counties Agency, Hightown Praetorian Churches Housing Association we have successfully developed 11 x 1 bedroom supported housing in Borehamwood

Research has been carried out into the Hertsmere Housing Market to provide good information on the operation of the open housing market in the borough. This research has been split to cover the five main settlements of Hertsmere and is attached as a case study [here](#).



## Grants

Following the Comprehensive Spending Review in 2009 and consequential cuts to local authority spending we have maintained, and continue to maintain, the level of grant funding to voluntary/community organisations. A review of our core funding resulted in a change of policy which enables organisations to apply for revenue grants as well as capital.

Through our grants programmes we have provided, and continue to provide, support to organisations delivering services for those with disabilities, examples of which include:

- Mencap (Watford) - local charity for people with learning disabilities, their families and carers. Currently supporting at least 145 Hertsmere residents.
- Hertsmere Inclusive Theatre – this theatre gives all children and teenagers the opportunity to participate in dance, drama and music in an inclusive environment. Inclusive means that children with special needs/circumstances learn and perform alongside children from mainstream schools.
- Potters bar Additional Needs Tennis Group – funds towards specialist equipment to enable tennis to be provided for the disabled.
- Guideposts Trust – new centre to promote wellbeing and encourage people back into training and employment in Borehamwood. Clients are offered a range of courses and activities aimed at building self-confidence and developing skills including IT, CV writing, interview techniques, yoga, aerobic and art classes.
- Herts Mind Network – funds to deliver a memory support group in Potters Bar for 22 weeks.

The council also supports voluntary organisations by charging pepper-corn or reduced rents on council-owned properties.

During 2012-2013 the council approved 45 applications for disabled facilities grants of which 43 were completed. The total spend on disabled facilities was £246,954.96 with a further £118,602.41 committed.

### **‘Get Connected’**

As part of the Customer Focus Project in October 2011 the council ran a ‘Get Connected’ month. The aim of this was all about making it easier for customers to get in touch with us, in whatever way their wish and to make that contact a positive experience. This included:

- Enabling our customers to self-help, through making the most of our website and other mediums;
- Enabling our customers to get the answer to their query the first time they contact us, whatever form that contact may be; and

We launched a new website with a fresh, up-to-date site, with clear information, a modern look and something which is easy to use for everyone. In addition, a mobile site will be available – research shows more people tend to visit websites via their mobile phones.

The sites will be fully accessible for those with visual or hearing disabilities as best practice and national guidelines have been followed.

Recently our new website was assessed by the Digital Accessibility Centre. An action plan for some improvements has been received and work is currently underway to address the actions to ensure the website is fully accessible to all.

## **Understanding Faith Communities**

As Hertsmere's population continues to grow and become more diverse it is important that the council's own knowledge and understanding of the communities it serves grows also. To aid this, a pull out section of *Herts*here was produced to provide information about the six main faiths held in the borough: Buddhism, Christianity, Hinduism, Islam, Judaism and Sikhism.

As part of the Local Development Framework the Planning department undertook a faith community audit, to gather information on the type and nature of existing provision for places of worship, and of buildings where faith communities meet. The aim is to get an idea of faith community's requirements for the future, particularly in relation to the site and or building that they occupy as there is a gap in evidence base for this type of information. A copy of the final report can be found [here](#).

This type of survey is beyond that of census data, and as a result the Council is able to be proactive in ensuring that there is guidance available in the Site Allocations and Development Plan Documents for faith communities to find buildings and sites to meet their needs subsequently advancing equality of opportunity for all. In addition 73 different Faith Communities were identified across Hertsmere.

## **Foster good relations between people who share a protected characteristic and people who do not share it**

This aim of the equality duty involves tackling prejudice and promoting understanding between people who share a protected characteristic and others. Hertsmere Borough Council actively works to tackle prejudice and promote understanding between people from different groups and backgrounds through a variety of projects.

The case studies below reflect the Council's commitment to working in the community with partners to improve community cohesion.

### **Forum of Faiths**

The Forum of Faiths in Hertsmere is a local group organised by faith leaders from different religions and supported by the Council which has taken an active role in promoting inter faith relations and the understanding and tolerance different beliefs. It provides a platform for faith communities of Hertsmere to have a meaningful voice in local policy-making.

In Inter-Faith week 2013 the Forum of Faiths organised an event with local faith schools and community groups to celebrate Hertsmere's diverse community. Dozens of pupils from faith schools across Hertsmere came together at a Festival of Faiths event in November 2013. During the event visitors were able to sample foods from across the world and look at information boards on different cultures and religions. This event was hailed a success

as it demonstrates how different faiths play a huge role in our community and can help to bring people together and teach children to tolerate different backgrounds and learn about other beliefs.

The case study shows the role of the group and achievements of the council and forum of faiths throughout the year which have promoted positive relationships in the area. More information on the Forum of Faiths can be found [here](#).

The Forum of Faiths, in conjunction with the local strategic partnership, Hertsmere Together and national charity, The Trussell Trust, set up a pilot food bank in the Borehamwood, which provides non-perishable food, such as soup, pasta, rice, tinned meat and fruit, for people in need. A report, produced by Community Action Hertsmere concluded there was a clear and immediate need for a food bank.

The foodbank is run by hard working volunteers. Since they set up in March last year they have given out over 1,150 of the 3 day packs providing well over 10,000 meals for people in need.

For Christmas they delivered about 20 food hampers and gifts to families and individuals they knew to be in particular need.

The Foodbank has got a good reserve of food having had collections at supermarkets in October and November. Also in December partners attending the Local Strategic Partnership Board meeting donated food to the collection that was being carried out here at the Civic Offices. Over 300 kilos were collected when our Chief Officers pushed a trolley around the offices over three days to collect donations from staff.

Some of the food collected was taken over to the more recently established foodbank in Potters Bar which was set up in October with support from the council's Community Grant pot. Whilst the demand is not as great as in Borehamwood they have been regularly having 4 to 5 referrals a week and in the week before Christmas they received 9 referrals and another 4 referrals directly from the community hospital.

Both foodbanks are run entirely by volunteers and the council is grateful for the time and effort they put in to helping the more vulnerable and those in need within our local communities.

## **Take Part**

The Take Part project encouraged people from protected groups to participate in public life and the community where their participation was disproportionately low.

In Borehamwood the Take Part project set out to work with anyone who lives in the most deprived ward of Cowley Hill but with a focus, though not exclusively on seven key groups: Older people, BME, people with disabilities, women, children and young people, LGBT (lesbian, gay, bisexual and transgender) and people with mental health issues. Take Part was all about empowering individuals who may currently feel they do not have a voice within the community but want to be heard and want to get involved in local decisions. It also aimed to promote understanding of people from different backgrounds and increase the amount of people who get on better together.

The Case Study shows in more detail the key achievements of this project in terms of fostering good relations in Hertsmere. More information on Take Park can be found [here](#).

As this project was so successful, Hertsmere Together and Hertsmere Borough Council agreed to jointly fund a roll-out of the programme to Bushey and Potters Bar. Currently, over 150 people have signed up to the project doing various levels of activities.

The project has benefited a number of residents in the community and improved community cohesion. It has also increased the understanding of public and voluntary sector services and subsequently access to services. More information on the roll out of Take Part can be found [here](#).

## **Sports**

The council has awarded grants to various sports clubs and community organisations to promote disabled sporting activities. More information on this can be found [here](#).

An innovative sport and fitness programme exclusively for females aged 14-25 years is being launched to get more women and girls more active thanks to £162,750 of National Lottery funding from Sport England's Community Sport Activation Fund. Hertsmere is among 36 projects to receive a share of £5.9m to support grassroots sport activity across the country. The project is being set up by the council in partnership with Hertsmere Leisure, after consultation identified a need for more physical activity opportunities for this female age group. The funding will help develop a programme especially for women and girls for the next three years starting in January 2014.

The 'Women and Girls' programme will include a number of different sports and activities such as netball, badminton, football and athletics with sessions taking place across the borough in leisure centres, parks, schools and community venues. Special features of the programme will include an online hub to help participants monitor progress and free gym and swimming sessions.

## **Herts Pride 2013**

Hertfordshire held its first PRIDE event which is a celebration of the lesbian, gay, bisexual and trans (LGBT) life within the county and beyond in August 2013. The council were proud to be involved in this event. The theme of the event was based on a holistic approach to health and wellbeing of our community providing a range of information, educational events, entertainment, community outreach and celebrations of diversity.

This event allowed LGBT people to come together to celebrate their lives, make new friends, and help other people gain a greater understanding of LGBT.

## **National Older People's Day**

To celebrate national older people's day in October, the council held a market stall event in Borehamwood. Approximately 45 people attended the event, some 'dropping in' having seen the advertising and approximately 15 different agencies were in attendance. In Potters Bar, attendees of an older person's club had the opportunity to visit the Potters Bar Fire station where they were given tips on staying safe.

## **Hertfordshire Community Covenant**

The Council has pledged its support for a new scheme to help members of the armed forces by signing a pledge to help develop the Hertfordshire Community Covenant. The covenant is a countywide initiative involving all the other districts in Hertfordshire and different organisations to help those who are serving or have previously served in the armed forces and their families. The aim is to provide better access to a range of services including housing, health, training, transport and leisure.

Hertsmere's portfolio holder for Leisure, Culture and Health is championing access to leisure services across Hertfordshire on behalf of the Board.

## **PARTNERSHIP WORKING**

We work closely with partners who do their own service delivery and monitoring, i.e. Hertsmere Leisure and the Citizen's Advice Bureau. The information they collect also helps shape our service delivery. Recent monitoring results can be found in '[Knowing our Communities](#)'

## **CONCLUSION**

Hertsmere seeks to ensure that all its services are fully accessible to all parts of the community in a way that ensures equality of opportunity. We are also committed to effective communication with the public and provide a wide range of information about our services.

During 2014/2015 we will undertake a refresh of all completed equality impact assessments as part of the 3 year cycle.

We will continue working towards meeting our objectives which were published in April 2012.

## **SUPPORTING DOCUMENTS / CASE STUDIES**

Knowing our Workforce  
Knowing our Community  
Building Interfaith Relations  
Take Part Hertsmere  
Housing Research  
Sport in Hertsmere

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Hertsmere Borough Council aims to provide information in alternative formats where possible.  
If you would like a document in a different language or format please call 020 8207 7445 or email [customer.services@hertsmere.gov.uk](mailto:customer.services@hertsmere.gov.uk) and we will do our best to help.

Please allow sufficient time for any document to be translated.

تهدف بلدية منطقة هارتسمير (Hertsmere Borough Council) إلى توفير المعلومات بصيغ بديلة إذا كان ذلك ممكناً.

إذا اردت أي وثيقة بلغة أو بصيغة أخرى يرجى الاتصال برقم الهاتف 020 8207 7445 أو إرسال بريد إلكتروني [customer.services@hertsmere.gov.uk](mailto:customer.services@hertsmere.gov.uk) وسنبذل قصارى جهدنا لمساعدتك. يرجى ملحننا وقتاً كافياً لترجمة أي وثيقة مطلوبة.

Rada miejska Hertsmere Borough Council zamierza dostarczać wszelkie informacje, tam gdzie jest to możliwe, w różnych formatach.

Jeżeli ktoś chciałby otrzymać dokument w innym języku lub formacie proszony jest zatelefonować na numer 020 8207 7445 lub przesłać e-mail do [customer.services@hertsmere.gov.uk](mailto:customer.services@hertsmere.gov.uk) a my zrobimy wszystko by pomóc. Prosimy uwzględnić czas na przetłumaczenie każdego dokumentu.

Hertsmere 自治区政府旨在可能的情况下提供信息的其它格式版本。

如果你想得到以简体中文或其它格式制作的版本，请致电 020 8207 7445，或发送电邮至 [customer.services@hertsmere.gov.uk](mailto:customer.services@hertsmere.gov.uk)，我们将尽力提供帮助。请预留足够的时间，以便让我们完成有关文件的翻译。

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