



## Equalities Committee

**Monday 12 September 2016 at 6.00 pm**  
Boardrooms 5-6 - Brent Civic Centre

### Membership:

#### Members

Councillors:

McLennan (Chair)  
Kansagra (Vice-Chair)  
Harrison  
Tatler  
Thomas

#### Substitute Members

Councillors:

Conneely, Crane and Hylton  
  
Councillors:  
Colwill and Maurice

**For further information contact:** Thomas Cattermole, Head of Executive and Member Services  
020 8937 5446, [thomas.cattermole@brent.gov.uk](mailto:thomas.cattermole@brent.gov.uk)

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[www.brent.gov.uk/committees](http://www.brent.gov.uk/committees)

**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
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<b>1</b>	<b>Declarations of interests</b>	
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Members are invited to declare at this stage of the meeting, any relevant personal and prejudicial interests and discloseable pecuniary interests in any matter to be considered at this meeting.

<b>2</b>	<b>Minutes of the previous meeting</b>	1 - 4
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<b>3</b>	<b>Matters arising (if any)</b>	
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<b>4</b>	<b>Deputations (if any)</b>	
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<b>5</b>	<b>2016/17 Equality and Diversity action plan</b>	5 - 6
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This action plan outlines the key equality and diversity actions and priorities for 2016/16 financial year. It has been approved by the Diversity Reference Group and the Corporate Management Team.

<b>Ward Affected:</b> All Wards	<b>Contact Officer:</b> Andreyana Ivanova, Head of Equality Tel: 020 8937 3154 andreyana.ivanova@brent.gov.uk
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<b>6</b>	<b>2015/16 Workforce Diversity profile report</b>	7 - 30
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This report provides an overview of the diversity profile of the council's workforce and job applicants, broken down by the equality characteristics of age, disability, gender, race, religion or belief, sexual orientation and transgender. It also includes some information on pregnancy and maternity, childcare and caring responsibilities. The data in this report helps inform the council's workforce planning and decision making processes. The report also informs the development of workforce initiatives to further improve representation of minority groups within the Council.

<b>Ward Affected:</b> All Wards	<b>Contact Officer:</b> Mildred Phillips, Head of Employee Services Tel: 020 8937 5442 mildred.phillips@brent.gov.uk
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**7 YourVoice 2016 staff survey: equality analysis** 31 - 56

This agenda item is a summary of findings from the YourVoice2016 survey carried out online between 21 March and 29 April 2016.

**Ward Affected:** All Wards  
**Contact Officer:** David Veale, Director of Human Resources and Organisational Development  
Tel: 07788970564  
David.Veale@brent.gov.uk

**8 Mental Health in Brent** 57 - 66

This report outlines Brent Council's internal support arrangements promoting a mental health friendly environment and good mental wellbeing of its employees. It also provides information on the services and programmes supporting residents and service users with mental health needs.

**Ward Affected:** All Wards  
**Contact Officer:** Andreyana Ivanova, Head of Equality  
Tel: 020 8937 3154  
andreyana.ivanova@brent.gov.uk

**9 2015/16 Annual progress update on Council's equality objectives and action plans** 67 - 72

This is an annual progress update on Brent Council's equalities objectives set out in its Equality Strategy 2015 – 2019.

**Ward Affected:** All Wards  
**Contact Officer:** Andreyana Ivanova, Head of Equality  
Tel: 020 8937 3154  
andreyana.ivanova@brent.gov.uk

**10 Aspire Leadership & Development programme: diversity breakdown of participants** 73 - 82

This is a progress update on the Aspire Leadership and Development programme.

**Ward Affected:** All Wards  
**Contact Officer:** Mildred Phillips, Head of Employee Services  
Tel: 020 8937 5442  
mildred.phillips@brent.gov.uk

**11 Community Action on Dementia project** 83 - 96

This is an 18-month pilot programme, commissioned by Brent's Clinical

Commissioning Group, that recognises and values the skills and talents of people living with dementia. It's mission is to empower a team of dementia peer supporters (and their carers) to support their newly diagnosed peers.

**Ward Affected:**  
All Wards

**Contact Officer:** Andreyana Ivanova, Head of  
Equality  
Tel: 020 8937 3154  
andreyana.ivanova@brent.gov.uk

## 12 Date of next meeting

The next scheduled meeting of the committee is on 6 December 2016.

## 13 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 64.

**Date of the next meeting: Tuesday 6 December 2016**



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



## MINUTES OF THE EQUALITIES COMMITTEE Thursday 7 April 2016 at 6.00 pm

PRESENT: Councillor Pavey (Chair), Councillor Kansagra (Vice-Chair) and Councillors Harrison and Thomas

Apologies were received from: Councillor Mashari (Lead Member for Employment and Skills)

1. **Declarations of interests**

None declared.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 11 January 2016 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Deputations**

None.

5. **Digital Inclusion and Online Accessibility for Brent residents**

The Chair welcomed Margaret Read, Director of Brent Customer Services to present the above item.

Margaret Read reminded the Committee that, in October 2014, the Council's Cabinet had formally agreed a new Community Access Strategy which set out a vision for transforming the way in which residents were able to access information, advice and services.

The strategy sought to create modern and relevant access arrangements that were tailored to meet the needs of differing demographic groups, help the Council to respond positively to the difficult financial pressures it faced and to target the most personalised contact arrangements to those who were most vulnerable and had more complex needs.

It was pointed out that the overall aims of the strategy were to :

- Develop a consistent and excellent experience for residents whenever and however they made contact with the Council
- Develop community access arrangements that were designed to meet the differing needs of residents, and focused on the community not internal service boundaries
- Develop an improved digital offer, better confidence in digital access channels and significantly increase take up and use of digital access channels
- Improve the efficiency of resident's access arrangements so as to better manage demand, remove duplication and failure and prevent demand arising in the first place

Margaret Read informed the Committee that the strategy was being delivered through a portfolio of projects that commenced in early 2015. These projects had included significant work to improve Brent's on line offer to residents, making it easier to use and extending the range of services and information available through digital channels so that residents could access these when they wanted rather than having to rely on more traditional access channels such as phone or face to face contact.

The briefing presented by Margaret Read provided an overview of the arrangements that had been put in place to ensure that digital/on line services were accessible and responsive to the needs of all residents, particularly those who face barriers to self-serve due to their age, disability, language and/or socio-economic status. It was important to note that the development of the digital offer had not limited access to other contact channels and had in fact increased access options. Residents could still phone, write, email and visit face to face if they chose to do so and could obtain assistance to use self service facilities at the Civic Centre Customer Services Centre. The only exception to this was parking services where there was no longer an option to visit a face to face access point.

RESOLVED:-

that the contents of the report submitted and the range of online services available to customers to date be noted.

6. **Progress update of Councillor Pavey's review on HR and Equalities and action plan**

Councillor Pavey, Deputy Leader of the Council, introduced the report providing a progress update of the impact from his review of HR and Equalities based on the available qualitative and quantitative information.

Andreyana Ivanova, Head of Equality, reported that at the time of writing the report, the significant majority of actions in Councillor Pavey's action plan (60 out of the 64 representing 94%) were completed or on-going. She stated that the remaining four actions were on target for completion as per the indicated timescales.

The detailed progress update on the action plan was attached as Appendix 1 to the report submitted.

Members noted the significant improvements from employees' perspective.

Members suggested that, at its next meeting, the Committee should consider the Council's 2016/17 equality action plan.

Members suggested that the Committee consider, at its next meeting, the results of the upcoming staff survey.

RESOLVED:-

that the contents of the progress update and the supporting appendices be noted.

**7. Brent Council's policies, programmes and initiatives supporting employees and applicants with disabilities**

Mildred Phillips, HR Director, introduced the report stating that Brent Council was committed to having a diverse workforce that was representative of the equalities profile of its communities, and had legal duties to advance equality of opportunity for disabled people and to make reasonable adjustments to its workplace practices and environment. She reminded Members that, in December 2015, Brent had been awarded the Department for Work and Pensions Disability Confident Employer status.

Mildred Phillips stated that Brent was a disability positive employer and a member of the Positive about Disabled People scheme awarded by the Job Centre Plus with the Two Ticks symbol. In March 2016, the Council successfully retained its Two Ticks accreditation showing its commitment to disability inclusion and good employment and recruitment practices. She went through the internal support package of arrangements available to potential/current employees with disabilities and their managers, including training and awareness raising initiatives.

Mildred Phillips stated that the Council recognised that there was still a lot to be done and worked hard to promote disability inclusion and minimise barriers facing disabled employees and applicants, in partnership with organisations such as Remploy, the Business Disability Forum (BDF) and enei.

Councillor Pavey, Deputy Leader of the Council, agreed to report back to the next meeting about the work of the Disability Forum.

RESOLVED:-

that the policies, programmes and new initiatives supporting employees and applicants with disabilities be noted.

**8. Quarterly update on the Council's Let's Talk Collaborative Mentoring programme**

Andreyana Ivanova, Head of Equality, introduced the report stating that the Let's Talk Collaborative Mentoring programme had been approved by officers in December 2015 and launched in January 2016.

She stated that the programme aimed to promote and facilitate regular dialogue between senior managers and staff as a means of empowering junior staff

members, fostering good cross-organisational working relationships, developing a greater understanding of diversity from differing perspectives and improving the sense of belonging to One Council.

Andreyana Ivanova provided a breakdown of participants by directorate, grade and diversity profile. Participants' feedback was also included as an Appendix to the report. The Committee noted that the profile of participants was representative of the wider profile of the workforce and that the feedback was very positive. An annual report would be presented to the Committee in due course.

RESOLVED:-

that the first quarterly progress update and staff feedback on the Let's Talk Collaborative Mentoring programme be noted.

**9. Update on Council's Aspire Leadership and Development programme**

Mildred Phillips, HR Director, provided the Committee with an update on the Council's Aspire Leadership and Development programme. She informed the Committee that there had been 103 applications in total, of which 38 applicants were successful. The diversity profile of applicants was representative of the wider workforce and was proportionate to the size of directorates.

Carolyn Downs, Chief Executive, agreed to discuss with her colleagues the time commitment the programme required from its participants.

RESOLVED:-

- (i) that the update on the Aspire Leadership and Development programme be noted;
- (ii) that a formal evaluation of the programme be submitted to the next meeting of the Committee, including the demographic breakdown of participants.

**10. Date of next meeting**

To be confirmed.

**11. Any other urgent business**

None.

The meeting closed at 7.20 pm

M PAVEY  
Chair



## 2016/17 Equality Strategy Action Plan

Ref EO	Equality objective	Corporate plan	Action	Outcome	Action Owner	Due Date
EO1	To know and understand all of our communities	Better ways of working	Work with departments to identify and assess equalities implications and cumulative impact from budget proposals	Council's budget setting process is evidence based and informed by equality considerations	Andreyana Ivanova	Sep-16
EO2	To involve our communities effectively as part of our 'Breaking Barriers, Opening Doors' programme	Better lives	Host a job fair for disabled people, including young people and adults with mental health and/or learning disabilities	The Council's workforce is representative of the local community at all levels, particularly at senior management levels  Increased employment rates of disabled residents	Andreyana Ivanova	Dec-16
			Launch a work placements scheme for local people with mental health, learning and/or other types of disabilities	The Council's workforce is representative of the local community at all levels, particularly at senior management levels  Increased employment rates of disabled residents	Andreyana Ivanova	Aug-16
			Set up a Task and Finish group represented by the relevant services to look at the socio-economic barriers and inequalities experienced by newly emerging Eastern European communities and identify recommendations to address these, in partnership with local community organisations	Emerging Eastern European communities have access to Council's services and information about services	Andreyana Ivanova  Matthew Dibben	Jul-16
EO3	To demonstrate leadership in equalities and human rights	Better place	Submit an application to improve Brent's position on the 2017 Stonewall Workplace Equality Index  Apply for the new Disability Confidence accreditation scheme (replacing the Two Ticks scheme) when it is launched by DWP	The Council is an exemplar of good practice on equality, diversity and human rights	Andreyana Ivanova	Mar-17
EO4	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Better lives	Establish a cross-Council group to explore ways to address disproportionate levels of overcrowding affecting ethnic minority groups living in Brent such as Somali, Bangladeshi, Black African and White Other groups	Reduction in the disproportionate levels of overcrowding affecting BAME and White Other groups	Andreyana Ivanova  John-Lloyd Owen	Oct-16
EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Better locally	Carry out cross-network staff focus / working groups to further explore the emerging themes identified by disabled employees and carers in the Your Voice staff survey	The Council has a good understanding of its workforce and their needs	David Veale  Andreyana Ivanova	Sep -16
			Introduce an SO2 and below staff cohort in the Aspire II Leadership and Development programme	The Council's workforce is representative of the local community at all levels, particularly at senior management levels	David Veale  Andreyana Ivanova	Jan-17
			Review the Council's take up of the MyMentor programme	The Council has embedded a coaching culture	David Veale  Andreyana Ivanova	Mar-17

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# Brent Diversity Profile

Annual Workforce Diversity Report  
April 2015 – March 2016

Page 7

Agenda Item 6

# Introduction

This is Brent Council's fifteenth annual workforce equalities report covering the period from April 2015 to March 2016.

Equality and diversity are integral to Brent's vision to be a place that creates opportunities for all who live and work here to change their lives for the better. To achieve this vision, the council requires a high performing workforce that provides excellent services which meet the needs of all our diverse local communities. The council aims to recruit, retain and reward a diverse, highly skilled, flexible and motivated workforce that reflects the community it serves.

This report provides an overview of the diversity profile of the council's workforce and job applicants, broken down by the equality characteristics of age, disability, gender, race, religion or belief, sexual orientation and transgender. It also includes some information on pregnancy and maternity, childcare and caring responsibilities.

The data in this report helps inform the council's workforce planning and decision making processes. The report also informs the development of workforce initiatives to further improve representation of minority groups within the Council.

Please contact the Equality Team on [equality@brent.gov.uk](mailto:equality@brent.gov.uk) if you have any questions or require further information.

# Data notes

This report provides a profile of Brent Council's non-schools workforce demographics. It also excludes contracted out services which are monitored elsewhere.

The report brings together data taken from the council's HR and payroll systems and job applicant diversity records for the period of 1 April 2015 to 31 March 2016.

Benchmarking data has been drawn from the UK 2011 Census, the Annual Population Survey April 2015 – March 2016, London Councils Human Capital Metrics Survey 2014/15, Stonewall and the Gender Identity Research and Education Society (GIREs).

Page 9  
Assumptions are not made about individuals' equality characteristics. Staff self define their equality characteristics and can withhold personal information in diversity monitoring. The statistics used in this report exclude unknown data where employees have not declared their equality characteristics.

To protect anonymity, information has not been published for groups of less than ten people.

# Definition of Terms

Page 10

<b>Applicants</b>	Number of applications whose status became 'New'
<b>Interviews</b>	Number of applications whose status became 'Invited for Interview'
<b>Hires</b>	Number of applications whose status became 'Hired'
<b>Promotions</b>	Number of employees to moved up one or more pay grades
<b>Dismissals</b>	Number of employees who were dismissed
<b>Other leavers</b>	Number of employees who left for reasons other than dismissal, redundancy or retirement
<b>Redundancies</b>	Number of employees who were made redundant
<b>Retirements</b>	Number of employees who retired
<b>BAME</b>	people from black, Asian and minority ethnic backgrounds – having ethnicity of Black, Asian, Mixed or Other
<b>LGBT</b>	Lesbian, gay, bisexual and transgender

# Key findings

- There is a diverse array of talent coming up through the organisation. Brent's workforce reflects the diversity of the local community, although the diversity profile varies across departments and pay grades.
- Brent has a younger workforce than other London boroughs and an older workforce compared to its economically active population.
- Brent has achieved good retention rates of disabled people and has the second highest percentage of employees with disabilities of any London borough, despite an overall reduction in staffing levels. However, the percentage of employees with disabilities is lower than the proportion of disabled residents.
- Brent has the highest proportion of BAME employees and the second highest percentage of Asian employees of all London boroughs. The workforce ethnic diversity has been improving year on year and is broadly reflecting the Borough profile.
- Increasing the proportion of BAME senior managers has been a priority for the council for several years. However, despite the ten percent increase of BAME employees at Hay grades over the last year, BAME groups are still under-represented at higher grades (PO5 and above). The 2016/17 recruitment data shows that the percentage of BAME employees at Hay grades has further increased since the beginning of the financial year.
- The gender profile of the Borough is reflective of the gender profile in other London boroughs. However, similarly to other London boroughs, women are over-represented at lower grades (SO2 and below) and under-represented at higher grades (PO5 and above).
- Brent has maintained excellent retention rates of staff that have returned from maternity leave and stayed after 12 months.
- While the religious profile of the workforce is fairly representative of the Borough profile, the proportion of Muslim employees is lower than the Muslim population in the Borough.
- The proportion of employees identifying as LGBT has remained unchanged at 3%.

# Trends

Page 12

	2013	2014	2015	2016
<b>Total staff</b>	2,484	2,378	2,345	2,062
<b>Average age</b>	49	44	45	44
<b>Disabled</b>	6%	8%	10%	10%
<b>BAME</b>	61%	62%	64%	65%
<b>Female</b>	65%	65%	66%	65%
<b>LGBT</b>	3%	3%	3%	3%



Staff numbers have decreased



Age profile remains the same



Proportion of disabled staff has increased over time, now stable



Yearly increase in BAME



Gender balance remains the same



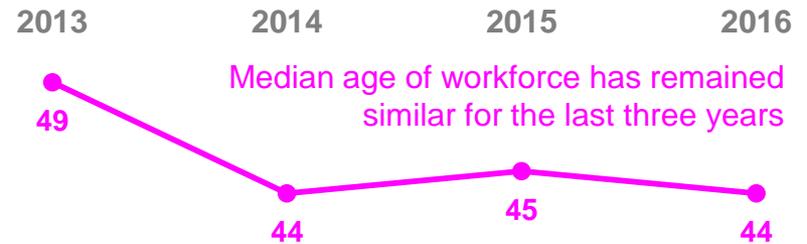
Proportion of staff identifying as LGBT remains the same

# Age

## How old is the Brent workforce?

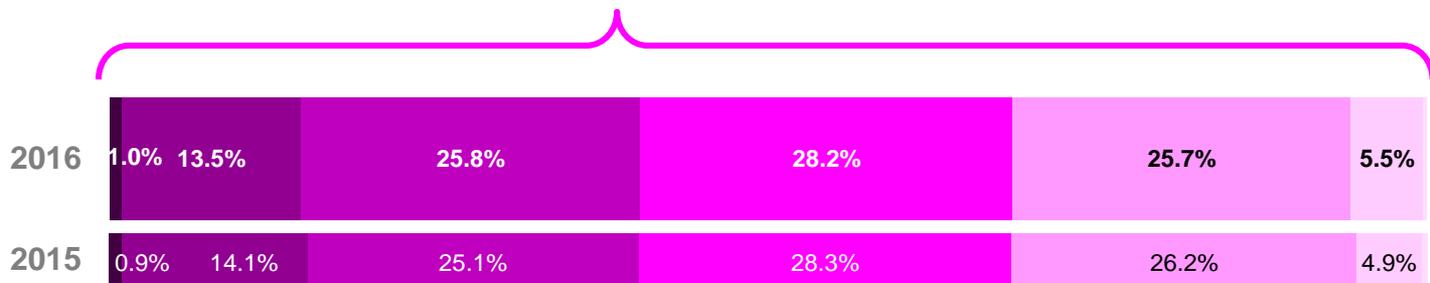
Median age of workforce is **44**

One of the lowest median ages of any London borough



Page 13

Age profile has remained similar



● Under 21 ● 21-30 ● 31-40 ● 41-50 ● 51-60 ● 61-70

# Disability

## How does Brent compare on disability?

Total employees disclosing disability

**Brent Council**

10.2%  
(10.1%)

Previous years figures in brackets

Brent has the second-highest percentage of employees with a disability of any London borough

**Median across London Boroughs**

5%

Yet to reflect disability among the working-age population of the borough

**Working age population in Brent borough**

18.0%

82.0%

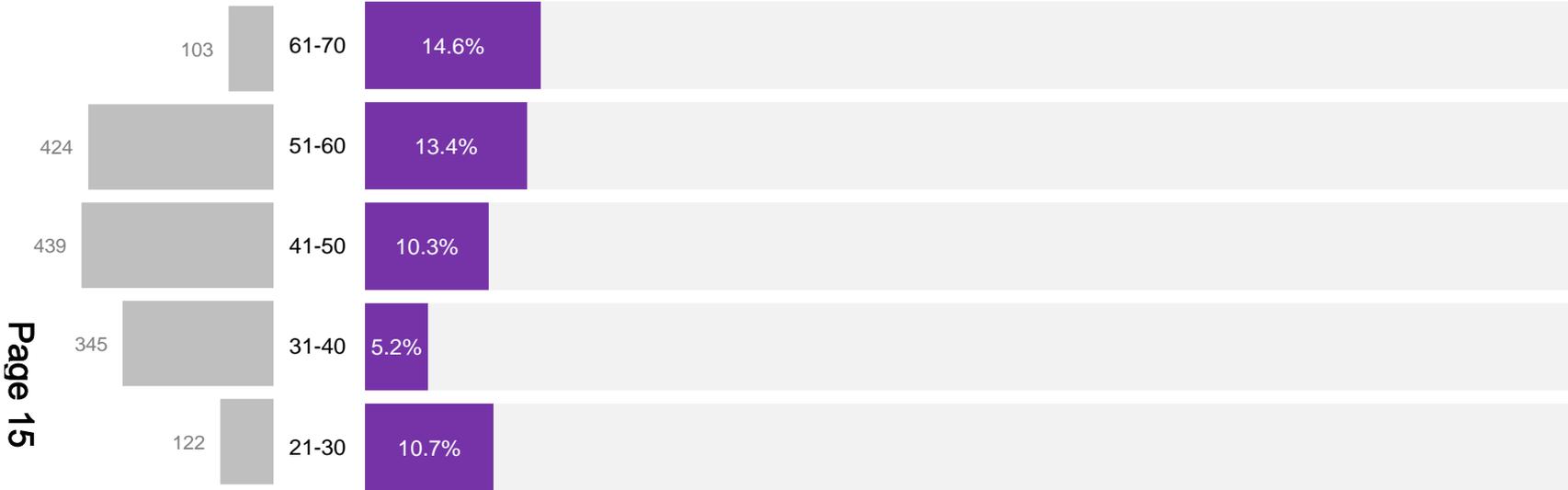
● Employees with a disability

Page 14

# Disability

## Age groups and disability

Total employees disclosing disability



Page 15

● Employees with a disability

# Disability

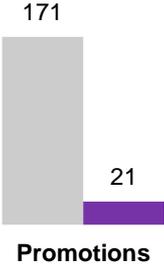
## Recruitment

Total employees disclosing disability

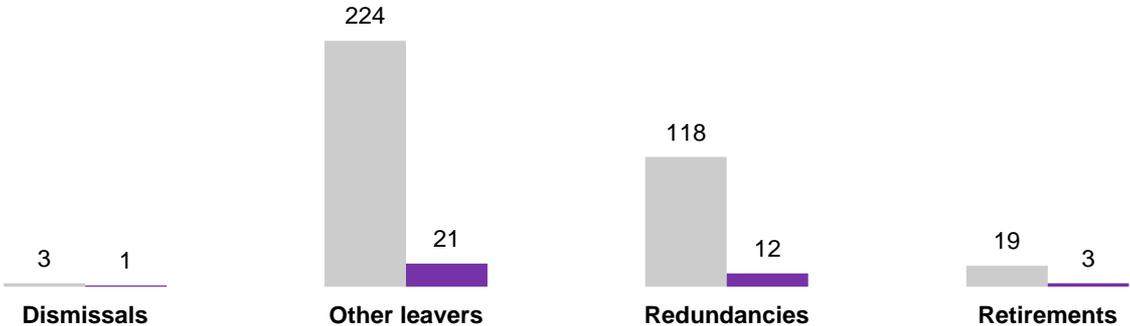


Page 16

### Promotions



### Leavers



● Employees with a disability    ● Employees with no disability

# Ethnicity

How the workforce reflects the community

Brent's ethnicity profile is broadly comparable to the Borough profile

Page 17

**Brent Council**



Previous years figures in brackets

Black employees are over-represented and Asian employees are under-represented

**Brent (London Borough)**



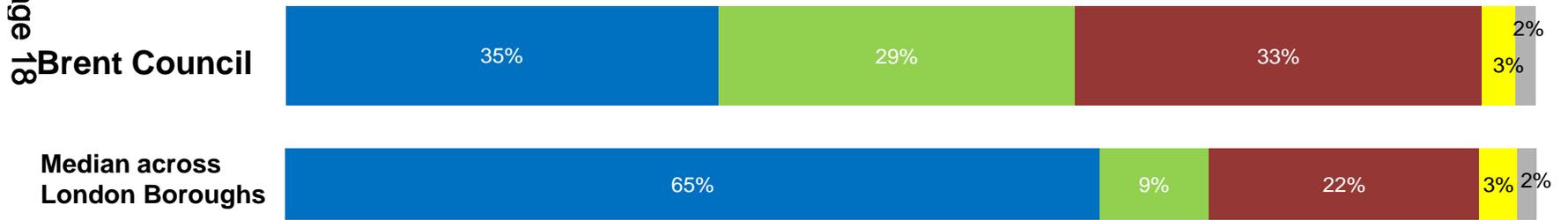
● White (British) ● White (other) ● Asian ● Black ● Mixed ● Other

# Ethnicity

How Brent compares with other London boroughs

Brent Council is **65% BAME**,  
the highest of any London borough

Page 18



Brent had the second highest percentage of Asian employees of any London borough (2014)  
(only Tower Hamlets had more)

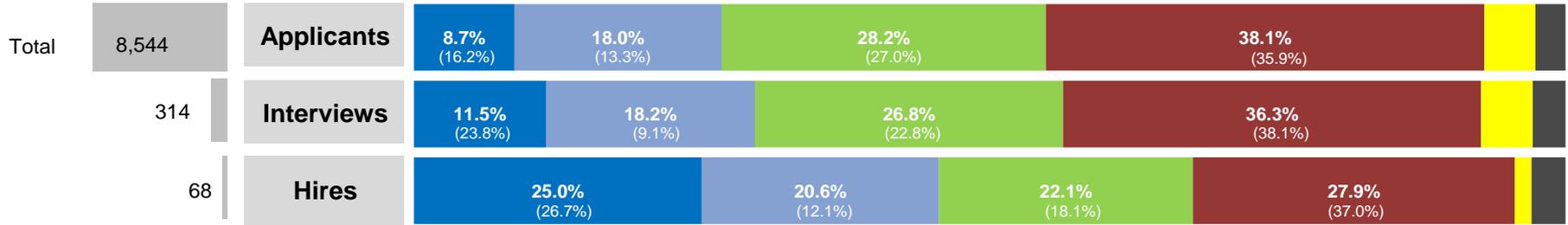
● White (British) ● Asian ● Black ● Mixed ● Other

Note: London-wide comparison data does not distinguish White (British) and White (other)

# Ethnicity

## Recruitment

Total employees disclosing ethnicity

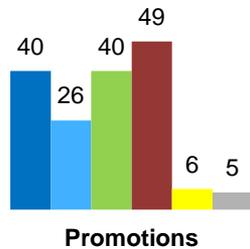


Previous years figures in brackets

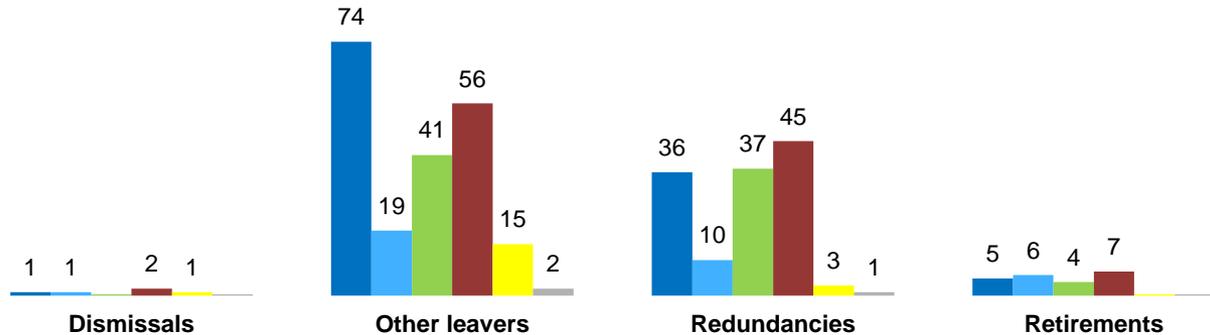
A greater proportion of white British applicants invited for interview and hired

Page 19

### Promotions



### Leavers

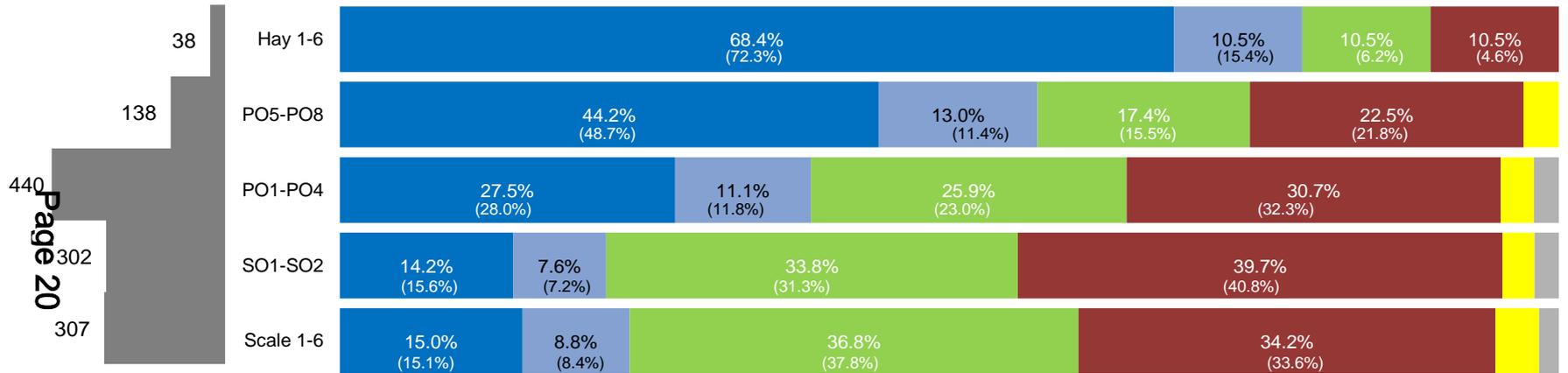


● White (British) ● White (other) ● Asian ● Black ● Mixed ● Other

# Ethnicity

## Grade

Total employees disclosing ethnicity



Previous years figures in brackets

Higher proportions of white employees at higher grades

Top 5% earners from BAME groups is **21%**

Brent was **5th** highest among the London boroughs (2014)  
(behind Hackney, Lambeth, Tower Hamlets and Waltham forest)

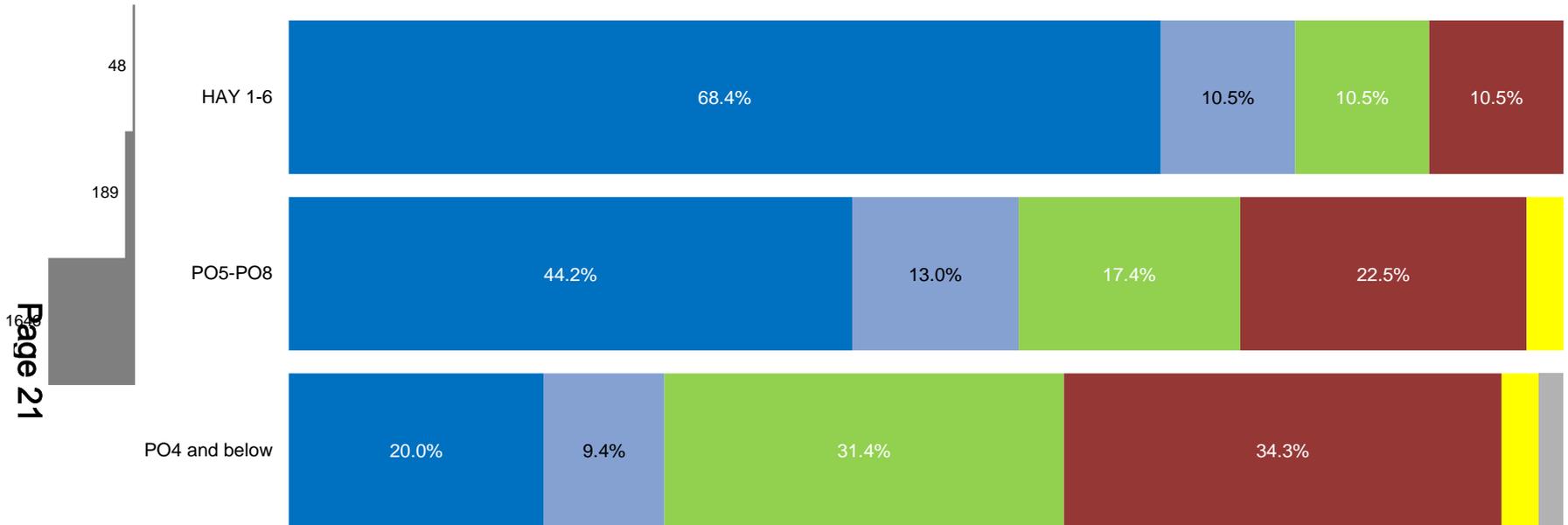
● White (British) ● White (other) ● Asian ● Black ● Mixed ● Other

# Ethnicity

## Grade

Total employees disclosing ethnicity

**Proportion of BAME at Hay grades is 21% in 2015-16 compared to 11% in 2014-15, and has further increased to 26% in 2016-17**



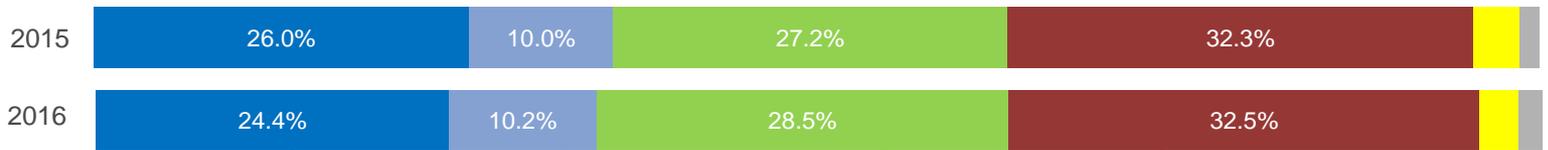
● White (British) ● White (other) ● Asian ● Black ● Mixed ● Other

# Ethnicity

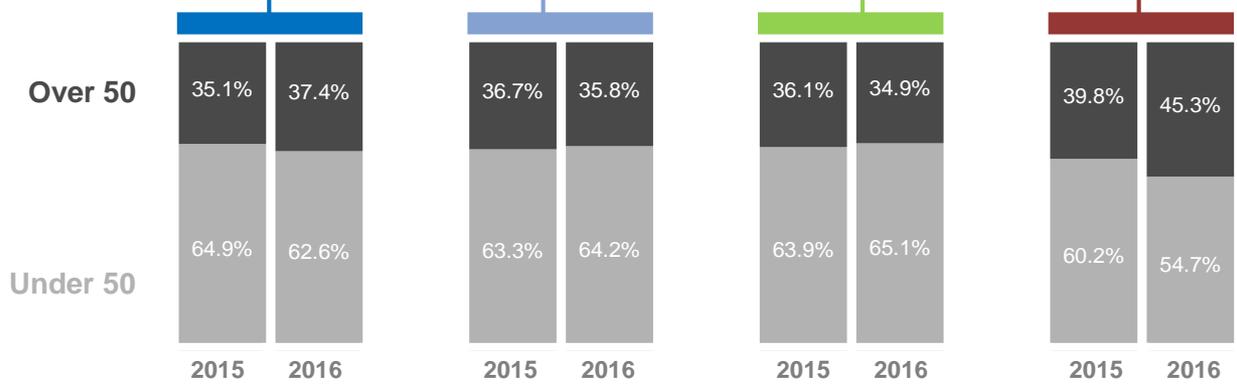
## Trends

Retention rates of BAME staff are good

Ethnicity profile has stayed similar



Page 22

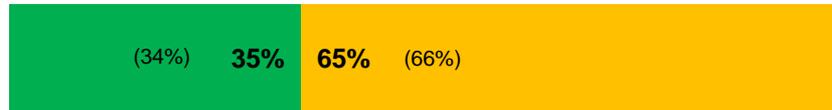


An increase in older Black employees

# Gender

## How Brent compares with other London boroughs

**Brent Council**



Two-thirds female reflects local authority gender balance



**Median across London Boroughs**

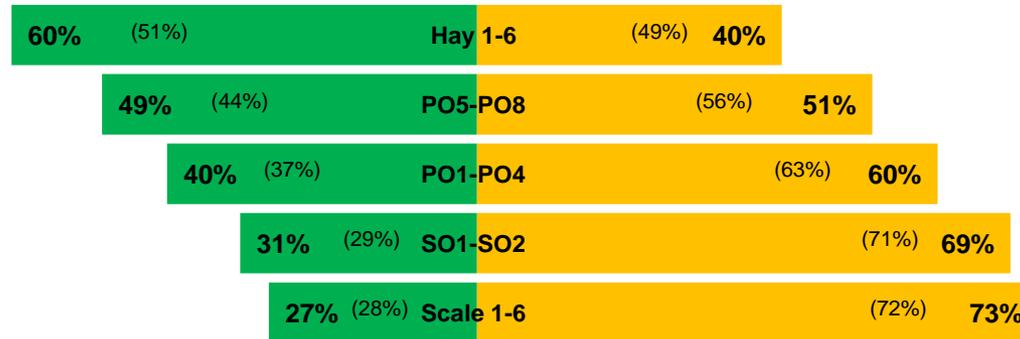


● Men

● Women

# Gender

## Grade



Change in gender balance higher up the scale

Page 24

Top 5% earners who are female is **41%** (2014)  
This is below the London average of 49%

## Working pattern



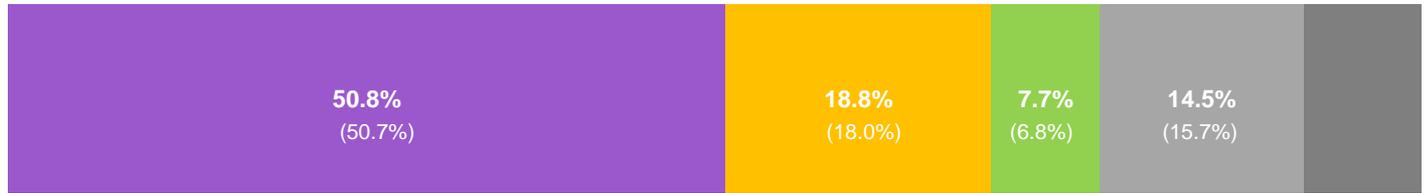
● Men ● Women

Previous years figures in brackets

# Religion

How the workforce reflects the community

**Brent Council**



Page 25

**Brent  
(London Borough)**



Higher proportion of Muslim population

● Christian ● Hindu ● Muslim ● No religion/belief ● Other religion

# Sexual orientation

Brent Council

3.3%



Stonewall estimates **LGB (Lesbian, Gay, Bisexual)** people make up between **5 and 7%** of the UK population

Page 26

# Transgender

Brent Council

0.3%



The Gender Identity Research and Education Society estimates **Transgender** people make up **0.02%** of the UK population



Employees identifying as LGB



Employees with a gender different to that assigned at birth

# Care and parenting

Care responsibilities

13.5% (15%)

Parenting responsibilities

29.9% (31.9%)

Previous years figures in brackets

Page 27

# Maternity return rates

Maternity return rates

89% (80.6%)

■ Returned for 12 months or more ■ Left within 12 months

High retention rates of employees returning from maternity leave and staying after 12 months

# Brent's achievements in 2015/16

Over the past year there has been significant progress on the equality and diversity agenda, which has also been recognised by external organisations such as the Local Government Association, Investors in People and Department for Work and Pensions:

- The Council was awarded with the excellent level of the Equality Framework for Local Government in April 2016.
- In January 2016 the Council was ranked 295th of 415 employers for its first ever Stonewall Workplace Equality Index submission.
- In December 2015 Brent Council was granted with the DWP Disability Confident Employer status. In November 2015 the Council was awarded with the Business Disability Forum Disability-smart Award. Brent was also recognised as a best practice example in the Government's Accessible Britain Challenge.
- Brent was the only local authority that was shortlisted as a finalist at the 2015 Race for Opportunity conference in October and was praised for its approach to equalities monitoring in the Transparency, Monitoring and Action Award category.
- In October 2015 Brent Council retained its silver level Investors in People status. Equalities were considered as a key strength of the Council.

# Brent's achievements in 2015/16 (cont.)

Brent has launched the following initiatives to further increase staff diversity and strengthen workplace inclusion:

- The Aspire Leadership & Development programme aiming to grow our own talent, particularly from under-represented ethnic minority groups was launched in March 2016. A total of 38 employees between PO1 and PO8 grades were enrolled in the first cohort, which is reflective of the diversity profile of the Council and the Borough
- The Let's Talk Collaborative Mentoring programme incorporating shadowing, back to floor and reverse mentoring initiatives was launched in January 2016. This is an enhanced programme of opportunities fostering a regular dialogue and interaction between senior managers and staff. To date over 70 staff members have taken part in one or more initiatives.
- Establishment of four staff equality networks sponsored by Strategic Directors. The Cultural Diversity, Disability, Gender and LGBT+ staff networks meet quarterly and are represented at the corporate Diversity Reference Group chaired by the Chief Executive.
- A local Graduates and Apprentices fair was delivered in January 2016 to open up access to employment opportunities to young people living locally.

# Brent's priorities for 2016/17

- Roll out the Aspire II Leadership and Development programme that will also be open to junior staff at grades SO2 and below.
- Review the Council's take up of the MyMentor programme.
- Work with staff equality networks and the Diversity Reference Group to raise awareness of the importance of staff self-disclosure and address barriers to self-disclosure.
- Carry out cross-network staff focus / working groups to further explore the emerging themes identified by disabled employees and carers in the Your Voice staff survey.
- Host a job fair for disabled people, including young people and adults with mental health and/or learning disabilities.
- Offer work placements for local people with mental health, learning and/or other disabilities.
- Continue to hold targeted recruitment initiatives such as local Graduates and Apprentices fairs to open up access to employment opportunities to young people living locally.
- Improve Brent's ranking in the 2017 Stonewall Workplace Equality Index.
- Apply for the new Disability Confidence accreditation scheme (replacing the Two Ticks scheme) when it is launched by the Department for Work and Pensions.

Page 30

# **YourVoice 2016**

## **Equality Analysis**

Page 31

**Equalities Committee  
12 September 2016**

# Survey background

- YourVoice 2016 carried out online **21 March - 29 April 2016**
- 1,109 responses achieved. Response rate was **53%\***
- Administered using an **open-link**, and employees were asked to select their own department/service/unit/team from a list of drop down lists
- **Results are rounded**, and so some percentages may not add up to exactly 100%
- Sub group analysis only carried out on **groups of 50 or more** – some caution required when looking at results from smaller groups

# Respondent Profile (1)



Staff survey **62%**      **38%**  
 HR data **(65%)**      **(35%)**

Staff survey

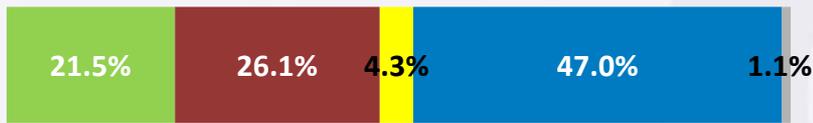


HR data



● Under 21   ● 21-30   ● 31-40   ● 41-50   ● 51-60   ● 61-70   ● 71-79

Page 33  
 Staff survey

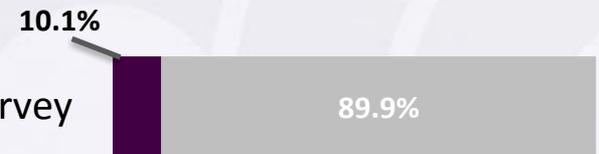


HR data

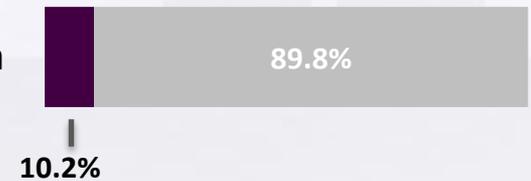


● Asian   ● Black   ● Mixed   ● Other   ● White

Staff survey



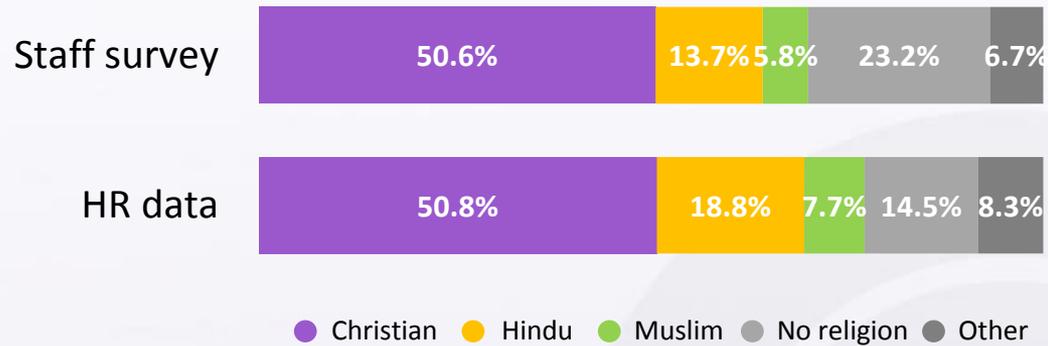
HR data



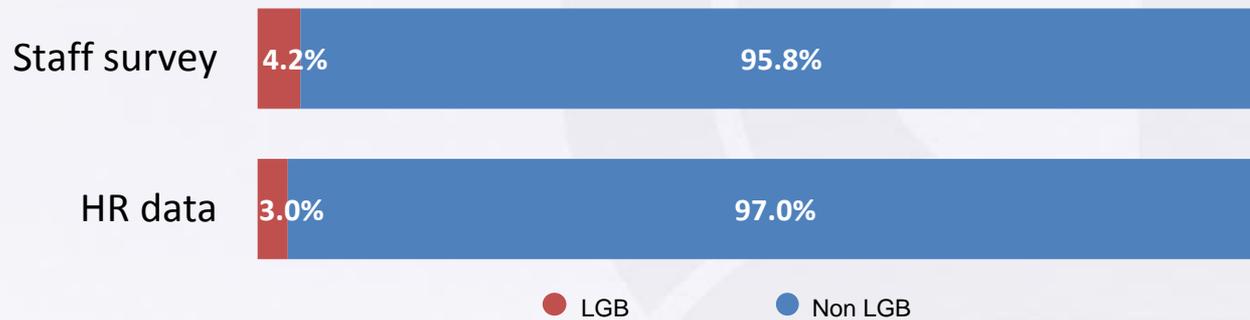
● Disability   ● No disability

# Respondent Profile (2)

## Religion



## Sexual orientation



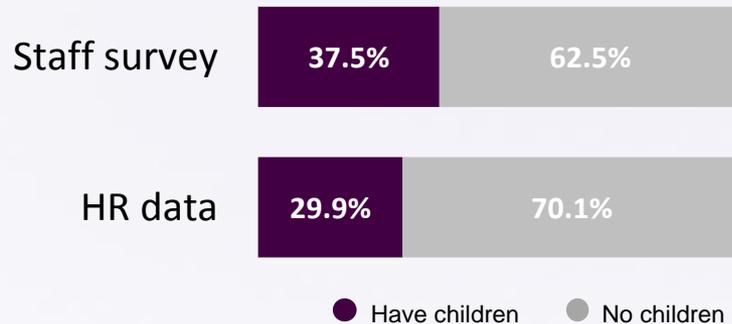
# Respondent Profile (3)

## Time at Brent

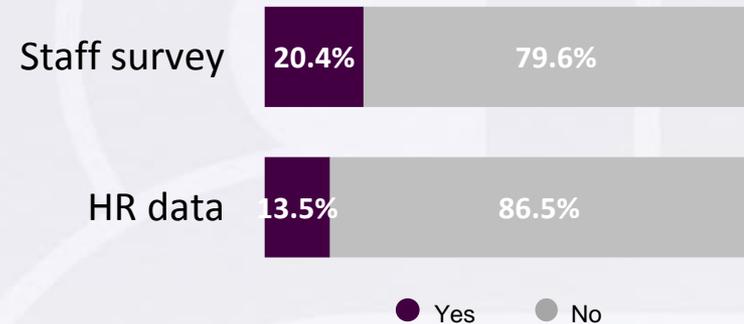


Page 35

## Have children



## Caring responsibilities



# Summary

**No major differences** identified between the key themes / issues identified corporately and the key themes / issues identified by diversity groups (see **Appendix** for details)

**Slight variations** (▲ or ▼ than Council av.) in the responses of some diversity groups on:



I am satisfied with the recognition I receive for doing a good job

Page 36



I do not feel that the level of stress in my job has a negative impact on my work



I can meet the requirements of my job without regularly working excessive hours



Brent Council takes a positive interest in my health and wellbeing



I believe I have the opportunity for personal development and growth in Brent Council



Brent Council has a strong culture of performance management and poor performance is dealt with effectively.

# Your Job



I am satisfied with the recognition I receive for doing a good job



## More likely to agree

## Less likely to agree

Page 37

- ▲ Less than year at council (62%)
  - ▲ LGB (57%)
  - ▲ White (55%)
  - ▲ Age 21-30 (57%)

- ▼ 20+ years at council (34%)
- ▼ Have disability (34%)
- ▼ Other care role (35%)



# Health and wellbeing (1)



I do not feel that the level of stress in my job has a negative impact on my work



Page 38

## More likely to agree

- ▲ At Council less than a year (65%)
  - ▲ 31 – 40 (60%)

## Less likely to agree

- ▼ At council 10+ years (42%)
- ▼ Other care role (42%)
- ▼ Disability – Yes (36%)



# Health and wellbeing (2)



I can meet the requirements of my job without regularly working excessive hours



## More likely to agree

## Less likely to agree

Page 39

- ▲ 21 – 30 (74%)
- ▲ Less than a year at Brent (64%)
- ▲ Black (59%)

- ▼ 51 – 60 (43%)
- ▼ 20+ years at Brent (42%)
- ▼ Other care role (42%)
- ▼ Disability – Yes (32%)



Base: 1,109 Brent employees. Fieldwork dates: 21 March - 29 April 2016



# Health and wellbeing (3)



Brent Council takes a positive interest in my health and wellbeing



Page 40

## More likely to agree

## Less likely to agree

- ▲ At council less than 3 years (49%)
- ▲ Black (47%)

- ▼ At council 5 – 10 years (30%)



# Performance development



I believe I have the opportunity for personal development and growth in Brent Council



## More likely to agree

- ▲ Age 21 – 30 (72%)
- ▲ Male (67%)

## Less likely to agree

- ▼ At council 20+ years (52%)



# Perceptions



Brent Council has a strong culture of performance management and poor performance is dealt with effectively



Page 42

## More likely to agree

- ▲ At council less than a year (34%)
  - ▲ Black (34%)
  - ▲ Age 21 – 30 (33%)
  - ▲ Asian (33%)
  - ▲ Mixed ethnicity (32%)

## Less likely to agree

- ▼ Disability – Yes (17%)



# Appendix

Page 43

# Headlines



**70%**

Overall, I am satisfied with the job I do



**41%**

Overall, I have confidence in the leadership within Brent



**66%**

I am kept well informed about what Brent Council is doing



**37%**

I have the opportunity to contribute my views before changes are made



**80%**

My line manager treats me with respect



**37%**

I believe that action will be taken on problems identified in this survey

# Top five



# Bottom five

I have the opportunity to contribute my views before changes are made



I can meet the requirements of my job without regularly working excessive hours



Page 46

I am satisfied with the recognition I receive for doing a good job



Brent Council has a strong culture of performance management and poor performance is dealt with effectively



I know who members of the CMT are and what their purpose is



# Departmental Variations

## CEX

Know who members of CMT are

Think CMT are open and honest

Have clear & measurable objectives

Sufficiently challenged / motivated

## CWB

Manager holds regular meetings

Manager holds regular one-to-ones

Satisfied with opportunities for flexible working

Reasons for change well communicated

## CYP

Have opportunity for personal development

Job makes good use of my skills

Act on feedback from residents

Listen to residents rather than telling them

## E&R

Act on feedback from residents

Offer value for money services

Strong sense of belonging to Brent Council

Think CMT are open and honest

## RES

Strong sense of belonging

Department manages change effectively

Line manager open to my ideas / suggestions

Line manager takes positive interest in H&WB

Page 47

# Age

Numbers in brackets indicate Council average

## 21 – 40 (351 respondents)

- ▲ I believe I have the opportunity for personal development and growth in Brent Council: 61% (49%)
- ▲ I am able to strike the right balance between my work and home life: 73% (63%)
- ▼ I have had a performance appraisal within the last 12 months: 59% (78%)

Page 48

## 41 – 50 (263 respondents)

- ▼ I have had a performance appraisal within the last 12 months: 65% (78%)

# Disability (94 respondents)

Numbers in brackets indicate  
Council average

- ▼ I am satisfied with the recognition I receive for doing a good job: 34% (46%)
- ▼ My line manager enables the same/similar access to Brent Council's benefits/ways of working in comparison with other teams: 39% (52%)
- ▼ I can meet the requirements of my job without regularly working excessive hours: 32% (51%)
- ▼ My line manager takes a positive interest in my health and well-being: 47% (62%)
- ▼ I have attended work in the last three months despite not feeling well enough to do my job: 78% (59%)

Page 49

# Ethnicity (1)

Numbers in brackets indicate Council average

## White (409 respondents)

- ▲ Brent clearly demonstrates commitment to equality and diversity principles in its workforce: 80% (63%)
- ▲ Brent clearly demonstrates commitment to equality and diversity principles in its services: 82% (67%)

Page 50

## Asian (187 respondents)

- ▲ I have clear and measurable work objectives: 74% (65%)
- ▲ Brent Council has a strong culture of performance management and poor performance is dealt with effectively: 33% (25%)

# Ethnicity (2)

Numbers in brackets indicate Council average

## Black (227 respondents)

- ▲ I feel a strong sense of belonging to Brent Council: 68% (56%)
- ▲ Brent Council has a strong culture of performance management and poor performance is dealt with effectively: 34% (25%)
- ▼ I have had a performance appraisal within the last 12 months: 68% (78%)

# Gender and caring responsibilities

Numbers in brackets indicate Council average

## Gender

- There are no significant differences identified between male and female respondents

## Carer - child

Page 52 ▼ I have had a performance appraisal within the last 12 months: 67% (78%)

▼ I believe I have the opportunity for personal development and growth in Brent Council: 37% (49%)

## Carer - other

▼ I am satisfied with the recognition I receive for doing a good job – 35% (46%)

# Religious beliefs

Numbers in brackets indicate Council average

## Hindu (116 respondents)

▲ I feel a strong sense of belonging to Brent Council: 67% (56%)

## Muslim (49 respondents)

▲ Overall, I'm satisfied with the job I do: 80% (70%)

▲ I believe I have the opportunity for personal development and growth in Brent Council: 63% (49%)

▲ I can meet the requirements of my job with regularly working excessive hours: 63% (51%)

## No religion (197 respondents)

▲ I am satisfied with the opportunities for flexible working: 85% (70%)

▼ I am satisfied with the recognition I receive for doing a good job – 35% (46%)

Page 53

# Sexual orientation and Gender identity

Numbers in brackets indicate Council average

## Lesbian, Gay or Bisexual (47 respondents)

- ▲ I am satisfied with the recognition I receive for doing a good job: 57% (46%)
- ▲ Overall, I have confidence in the leadership within my department: 53% (46%)

## Transgender (30 respondents)

- Page 54
- ▼ I am satisfied with the employee benefits package at Brent: 29% (42%)
  - ▼ I do not feel that the level of stress in my job has a negative impact on my work: 41% (51%)

# Length of service

Numbers in brackets indicate Council average

## Less than three years at the council (403)

- ▲ Brent clearly demonstrates commitment to E&D principles in its workforce: 76% (63%)
- ▲ Brent clearly demonstrates commitment to E&D principles in its services: 77% (67%)

## 20 or more years at the council (143)

- ▼ I am satisfied with the recognition I receive for doing a good job: 34% (46%)
- ▼ My manager enables the same/similar access to Brent Council's benefits/ways of working: 42% (52%)

Page 55

▲ Significantly more likely to agree    ▼ Significantly less likely to agree

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	<p style="text-align: center;"><b>Equalities Committee</b> 12 September 2016</p> <p style="text-align: center;"><b>Report from the Director of Human Resources and Organisational Development</b></p>
Wards affected: ALL	
<p><b>Mental Health in Brent</b></p>	

## 1.0 Summary

This report outlines Brent Council's internal support arrangements promoting a mental health friendly environment and good mental wellbeing of its employees. It also provides information on the services and programmes supporting residents and service users with mental health needs.

## 2.0 Recommendations

The Equalities Committee is asked to note the contents of this report.

## 3.0 Detail

One in four people will experience mental illness at some point in their lives. Mental health problems range from reactions to normal life events such as bereavement, relationship breakdowns and depression, to more complex conditions such as schizophrenia. Brent has a higher than average prevalence of serious mental health problems (1.17) but a lower prevalence of depression (4.50)<sup>1</sup> compared to London and England averages.



<sup>1</sup> Quality and Outcomes Framework, NHS Health and Social Care Information Centre (<http://fingertips.phe.org.uk/>)

In April 2016, of people in contact with mental health services: 26% were aged 0-18 years old, 61% were aged 19-64 years old and 14% were aged 65 and over years old. Around 60% of people accessing mental health services in Brent are from black, Asian and minority ethnic groups<sup>2</sup>.

According to the latest [Joint Strategic Needs Assessment](#) for Brent, in September 2015 the recorded (on GP practice registers) prevalence of dementia in people aged 65 years and over was 4.83%. This was higher than the England average of 4.27%. Estimates show that around 730 people with dementia were undiagnosed in NHS Brent Clinical Commissioning Group and that of those with dementia in Brent 55.1% had mild dementia, 32.7% had dementia of moderate severity and 12.2% had severe dementia. Projections show that the number of people aged 65 and over with dementia will increase by 63% over the next 15 years in Brent.

Brent Council is committed to having a diverse workforce that is representative of the equalities profile of its communities, and has legal duties to advance equality of opportunity for disabled people and to make reasonable adjustments to its workplace practices and environment. The Council is working hard to promote a mental health friendly environment and inclusive recruitment, employment and customer service practices.

The 2015-16 Workforce Diversity profile shows that just over ten per cent of employees disclose a disability / long-term health condition (compared to 18% of the working age population in Brent). Of those who specified the type of their disability or long term health condition, only seven per cent have disclosed a mental health condition. We are aware that people are much less likely to disclose a mental health illness and that the mental health related conditions are under-reported due to cultural barriers, negative perceptions around mental health or people not identifying their needs as a disability.

### **3.1 Brent Council internal arrangements**

Brent is a Disability Confident employer, however, the council recognises that there is still a lot to be done, particularly in reducing inequalities experienced by people with mental health needs. We work in partnership with organisations such as Brent Mind, Remploy and the Business Disability Forum (BDF) to raise awareness, minimise barriers facing people with mental health needs and promote good mental wellbeing in the workplace.

In line with best practice the council has implemented a comprehensive support package of policies, initiatives and programmes that are either directly or indirectly benefitting people with mental health needs. Some of these are listed below:

#### **3.1.1 Mental Health Awareness and Emotional Resilience**

Apart from the generic Equality and Diversity e-module, the Disability Confident training and the training on Unconscious Bias Brent employees

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<sup>2</sup> <https://data.gov.uk/dataset/access-to-community-mental-health-services-by-people-from-black-and-minority-ethnic-bme-groups->

and managers are also offered Mental Health Awareness training and Stress Management & Emotional Resilience training.

To mark the Mental Health Awareness week (16 – 22 May), the council delivered a number of mental health awareness sessions for staff and managers in partnership Brent Mind. In total 73 officers attended the training, of whom two thirds were non-managers and the remaining one third were managers. The training was accepted very well and the feedback was extremely positive, both from managers and non-managers.

The Corporate Learning and Development Lead is currently liaising with training providers to commission monthly mental health awareness sessions for staff and managers starting from September 2016. The new corporate training offer will also be complemented by Stress Management training for staff and managers.

### **3.1.2 Attendance, stress management and supervision policies**

The Attendance policy requires managers to complete return to work interviews for their employees, and clearly outlines the specific provisions around absences due to an employee's disability or long term health conditions to ensure that employees are treated fairly.

A revised Stress policy supported by relevant training was introduced in January 2015. The new policy clearly sets out the health risks to Brent staff in relation to stress, including workplace stress, and the roles and responsibilities of managers and staff in preventing and managing stress and its effects.

Additionally, the Supervision guidelines require managers to hold regular one-to-one meetings with their staff and proactively encourage discussions about their staff health and wellbeing.

### **3.1.3 Reasonable / workplace adjustments**

The council's Guidance on workplace adjustments enable managers to effectively carry out their role in creating an open and supportive environment for staff with disabilities and those with long or short term health conditions.

The guidance provides managers with information on how to deal with reasonable adjustments requests and gives practical examples of types of reasonable adjustments. The guidance also contains an Access to Work factsheet and a Workplace Adjustments form, along with relevant contact details (e.g. Occupational Health, EAP service).

Brent is a member of the Business Disability Forum (BDF) and staff can register with their Brent email addresses to access useful BDF resources. Line managers can also contact the BDF free and confidential Advice Service to answer any queries about disability and workplace adjustments.

### **3.1.4 Flexible Working policy**

The Flexible Working provision is highly praised by Brent staff and can also be applied as a reasonable adjustment for employees who require changes to their working patterns due to disability, long or short terms health conditions.

### **3.1.5 Employee Assistance Programme**

The confidential Employee Assistance Programme (EAP) is available to all staff and their families. The EAP provides a free 24/7 helpline for employees and their families to access advice on legal matters, counselling and practical support on emotional wellbeing. The service also offers health and wellbeing webinars and useful guidelines for employees to access online.

### **3.1.6 Occupational Health service**

The in-house Occupational Health (OH) service is available to staff who have been referred to OH by their managers or by Human Resources. The OH Adviser provides support to staff with a wide range of health conditions and/or disabilities, including mental health and eating disorders.

### **3.1.7 Staff disability network**

The network was established in November last year and is sponsored by Phil Porter, Strategic Director of Community and Wellbeing. Its role is to raise awareness of different types of disabilities / health conditions and to help remove barriers affecting disabled staff. Some of the priority areas identified by the staff disability network include: promoting the importance of staff disability self-disclosure, workplace adjustments and mental health in the workplace.

### **3.1.8 Council's Health and Wellbeing programme**

There are a number of ways in which staff benefit from the Council's health and wellbeing programme, including:

- Inclusive health and fitness opportunities to encourage healthy lifestyles for staff
- Awareness raising campaigns on themes such as mental health, eating disorders, dementia, etc
- Regular health and wellbeing events throughout the year such as the Health and Wellbeing event in February, the Well Fair Day in July, International Day of People with Disabilities in December
- The annual health and wellbeing fair includes stalls from Brent Mind, Diabetes UK, Community Action on Dementia, Stroke Organisation, Occupational Health, Stop Smoking team.

The Council is currently working towards the Excellent level of the London Healthy Workplace Charter, a standardised assessment framework aimed at promoting employee health and wellbeing. We are also working with the staff Disability Equality Network and relevant services to renew the Council's Time to Change pledge for mental health.

### **3.1.9 Work-based experience policy**

The council provides a variety of paid and unpaid opportunities that offer valuable and relevant work placement opportunities, including work experience opportunities, internships, volunteering, apprenticeships and graduate placements, for the community. The work-based experience policy is open to everyone but the council is particularly targeting people with disabilities such as learning disabilities and mental health needs.

Brent is part of the Mental Health and Employment Integration Trailblazer programme commissioned and delivered via the [West London Alliance](#). The programme aims to help ESA and JSA benefit claimants with common mental health conditions into sustainable employment, using an Individual Placement Support service model. There is a growing body of evidence to show that this is an effective model in both clinical mental health services and addictions services. The Trailblazer is a pilot project testing its success for people with common mental illness, and will be delivered across seven West London boroughs.

Subject to EU funding, it is anticipated the project will be rolled out in Brent in November 2016, working with 160 Brent residents from Tokyngton, Barnhill, Preston and Wembley.

### **3.1.10 Work placements for people with mental health and/or learning disabilities**

This year we piloted a Work Placements scheme for local people with mental health and/or learning disabilities, in partnership with Remploy. The work placements are 13-week long and are paid at the London Living Wage rate (currently, £9.40 per hour). So far eight people have been selected for the available work placements in: HR, Finance, Digital Post Room, Employment and Skills, Housing Needs, Willesden Green Library and Brent Housing Partnership (two out of three available placements with BHP have been filled in). In addition, two of the candidates that have been interviewed for the work placements have been asked to apply for available vacancies with BHP.

In December as part of the International Day of People with Disabilities, we will also hold a jobs fair for local people with disabilities, including residents with mental health and learning disabilities when they will have to opportunity to meet with local and London-based employers.

## **3.2 Services available to Brent's residents and service users with mental health needs (non-exhaustive list)**

Brent Council and Brent Clinical Commissioning Group is working in partnership with the Central and North West London NHS Foundation Trust (CNWL) to deliver services for local residents with mental needs and illnesses. These also include support services targeted at specific groups such as women's only services, services targeted at ethnic minority groups, services for youth offenders, etc A full list of these services can be found on the [CNWL services directory](#) .

Some of the services available to Brent's residents and service users with mental health needs include:

### **3.2.1 Community Child and Adolescent mental health services**

[Community child and adolescent mental health services](#) work with children and young people up to the age of 18 (and their families) with complex mental health difficulties, in a range of different ways depending on their needs. Treatment may include cognitive behavioural therapy, family therapy, play therapy, individual and group psychotherapy. Some of the centres providing child and adolescent services, including perinatal and postnatal support include: [Bell House](#), [Brent Adolescent Team](#), [Brent Child and Family Clinic](#), [Brent Early Intervention Service](#), [Coombe Mother and Baby Unit](#) .

### **3.2.2 Improving Access to Psychological Therapies programme (IAPT)**

Brent IAPT (part of the national Improving Access to Psychological Therapies programme) is a free, confidential NHS service which provides psychological treatment for depression and anxiety disorders. People seeking help with difficulties other than depression or anxiety, or whose difficulties require more specialist or intensive treatment which cannot be provided in a primary care setting, can be directed to the appropriate specialist or secondary care mental health services.

### **3.2.3 Brent Talking Therapies and the Big White Wall**

[Brent Talking Therapies](#) and counselling services are offered to people with low mood, anxiety, particular fears or problems coping with daily life and relationships.

[Big White Wall](#) is commissioned by Brent CCG and is free to all Brent residents with mental health needs over the age of 16. Big White Wall offers one-to-one online therapy sessions with trained counsellors available online 24 hours a day, seven days a week via webcam, audio and instant messaging.

### **3.2.4 Social Isolation in Brent Initiative**

[Social Isolation in Brent Initiative \(SIBI\)](#) is a joint initiative funded by Brent Adult Social Care, Public Health and Brent CCG and is managed by Brent CVS. The project is targeted at individuals identified as being at risk of or experiencing, social isolation, a lack of social contact and low community involvement. Loneliness can lead to serious health

consequences, such as depression and anxiety, which affects emotional and mental wellbeing. The SIBI team is working with people to help them access the support they need, explore potential barriers such as transport, finance, housing and digital inclusion and signpost them to organisations that may be able to offer help and support.

### **3.2.5 Certitude's Brent Community project**

[Certitude's Brent Community projects](#) are commissioned by NHS Brent Clinical Commissioning Group. The Development Work team works with the general public, local organisations and clinical teams to promote mental health and wellbeing among minority ethnic communities living in Brent. The services and support offered through the project include:

- mental health awareness: celebrating different communities, championing fairness and equal access to services, and reducing health inequalities
- clinical partnership: working with local GP surgeries, organisations and mental health services
- patient engagement: asking local communities what works well and what could be improved
- community peer support: being positive about recovery from mental health issues and helping service users to get involved in their local communities

Information and contact details about these services can be found [here](#).

### **3.2.6 Housing related support**

One of the main areas of focus for Brent Adult Social Care and CNWL over the last few years has been on providing suitable accommodation for people using mental health services. They run a project aimed at improving the lives of mental health users by providing good quality accommodation meeting their needs and supporting independent living.

Housing related support enables vulnerable people to access appropriate support services to develop the necessary skills to sustain a tenancy and move on to live independently in the community. Housing related support is delivered via:

**Accommodation based services** – placements in hostels, supported housing for groups of people with similar support needs e.g. mental health issues, substance misuse problems, people with learning difficulties and those with offending histories.

**Floating Support services** - assisting individuals living across all tenures with practical skills e.g. accessing relevant benefits, budgeting, paying bills and linking clients with health, social, education and employment services. [Start Plus provides](#) a single point of access into housing related support, co-ordinating referrals for accommodation based support and floating support services. The team works with service users,

referral agencies and housing related support providers funded from the Housing Related Support programme.

Brent Council and CNWL continue to work in partnership to build on the success achieved so far. Further work is being undertaken to improve access to independent living both through supported and private rented accommodation.

### **3.2.7 Brent Mental Health User Group (BUG)**

[Brent Mental Health User Group \(BUG\)](#) raises awareness on issues affecting general and specific aspects of mental health; support people with mental health needs and illnesses; participate in the planning, development, delivery and monitoring of mental health and other relevant services; develop alternatives to traditional models of health and social care services to meet the needs of a range of communities.

### **3.2.8 Brent Carers Centre**

[Brent Carers Centre](#) offers carers living in or caring for a person living in Brent an extensive range of information and advice services on all aspects of their caring responsibilities.

### **3.2.9 Ashford Place**

[Ashford place](#) is a community resource centre (previously known as Cricklewood Homeless Concern) based in Cricklewood that provides peer support and a variety of activities and outreach services within the community for people with mental health needs within Brent. Ashford place has also been commissioned by Brent CCG to deliver The Peer Support programme for people living with dementia, as part of the Community Action on Dementia project.

### **3.2.10 Community Action on Dementia (CAD)**

The Committee is provided with a separate information item on the [Community Action on Dementia project \(CAD\)](#).

### **3.2.11 Dementia Café**

The Dementia Café is a facilitated social event for people with dementia and their carers that offers a safe and secure environment, in which they can open up to discuss dementia and its impact on their daily lives. During these sessions attendees receive peer support and engage with professionals offering information and advice as well as the opportunity to participate in a range of activities. The Dementia Café is currently delivered from Ashford place, the Kingsbury resource centre and St Cuthbert's Church in North Wembley.

### **3.2.12 Brent Mind**

[Brent Mind](#) is one of the leading charities in the borough that provide information and support for people with mental health needs. They also raise awareness around the stigma associated with mental health and deliver Mental Health Awareness training sessions for Brent employees.

**Contact Officers:**

David Veale, Director of HR and OD  
Andreyana Ivanova, Head of Equality

DAVID VEALE  
Director of Human Resources & Organisation Development

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 <p><b>Brent</b></p>	<p><b>Equalities Committee</b> 12 September 2016</p> <p><b>Report from the Director of Human Resources and Organisational Development</b></p>
<p>Wards affected: ALL</p>	
<p><b>Annual progress update on Brent Council's equalities objectives and action plans (2015/16)</b></p>	

## 1.0 Summary

This is an annual progress update on Brent Council's equalities objectives set out in its Equality Strategy 2015 – 2019.

## 2.0 Detail

Brent Council is committed to promoting equality, diversity and cohesion in everything we do – as a locality leader, as a provider and commissioner of services, and as an employer. The Equality Strategy is central to the achievement of our vision for the borough of Brent, agreed with partners, which is to make Brent a place that creates – through excellence in all local services – the right opportunities for *all* who live and work here, and to change their lives for the better.

We have set five equality and human rights objectives in order to achieve key equalities outcomes for those who live and work in Brent:

1. To know and understand all of our communities
2. To involve our communities effectively
3. To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence
4. To ensure that local public services are responsive to different needs and treat users with dignity and respect
5. To develop and sustain a skilled and committed workforce able to meet the needs of all local people.

Some of the notable achievements against each of the five equality objectives are listed below. These achievements are derived from the 2015/16 Master Equality and Diversity action plan comprising:

- The 2015/16 Equality Strategy action plan
- Councillor Pavey's HR and Equalities review action plan
- The EFLG recommendations from the LGA peer team visit, and
- The recommendations from the 2014/15 Annual Workforce Equalities report
- The recommendations from staff focus groups carried out in April – May 2015.

## **2.1 To know and understand all of our communities**

- The council was awarded with the excellent level of the Equality Framework for Local Government in April 2016. One of the main strengths identified by the LGA was the council's knowledge and understanding of its diverse communities
- Brent was the only local authority that was shortlisted as a finalist at the 2015 Race for Opportunity conference and was praised for its approach to equalities monitoring in the Transparency, Monitoring and Action Award category
- Both the communities and workforce diversity profile templates and guidance have been updated and communicated to staff in May and June 2015. The equalities monitoring data is used to inform the council's decision-making, service planning and service design processes
- In addition to the annual Borough-wide diversity profile, the Research and Intelligence team works with individual services (including Adult Social Care; Labour Market; Regeneration and Growth; Children and Young People) to produce and update service user diversity profiles to help inform service plans and decisions
- A report on Brent's Equality Analysis (EA) process was taken to the Equalities Committee in October 2015 and the Committee concluded that the council's EA process is sufficiently robust.

## **2.2 To involve our communities effectively**

- The Council launched a Volunteering Brokerage Service, provided by Groundwork London called Volunteering Brent in June 2015. To date 531 people registered as volunteers. In addition, a number of Community Action Groups are being set up to foster and support sustainable and harmonious local communities
- In early May 2016, following the success of Volunteer Brent, the council launched a staff Volunteering policy enabling and encouraging employees to volunteer their skills and time to support local community groups and initiatives
- The internal management arrangements of the National Graduate Development Programme (NGDP) were reviewed and improvements implemented for cohort 17 that started in October 2015. All graduates

have been allocated Strategic Directors, Operational Directors or Heads of Service as mentors. A local graduate recruitment exercise was held in December 2015 and will be held annually

- The council's apprenticeship programme was reviewed by Grant Thornton in June 2015, with all recommendations already implemented. HR are working with the Looked After Children team to proactively market the apprenticeship and graduate opportunities. A careers fair targeted at local people was carried out on 20 January 2016 and will be held on an annual basis
- The council launched the findings from its Brent Equality and Exclusions in Schools project aimed at supporting Brent schools in reducing the fixed period and permanent exclusions of Black African and Black Caribbean pupils. The Project Group intends to instigate a longer-term monitoring and evaluation framework to measure the impact from the changing practice on subsequent exclusions of Black African and Black Caribbean pupils.

### **2.3 To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence**

- The council was awarded with the excellent level of the Equality Framework for Local Government in April 2016
- The outcome of the council's first assessment in Stonewall Workplace Equality Index was announced in January 2016. The council is on 295th place out of over 400 organisations
- In October 2015 Brent council retained its silver level Investors in People accreditation. Equalities were considered as a key strength of the council
- A cross-party Members' Equalities Committee was established in June 2015 to oversee the Council's equalities plans and ensure the council is an exemplar of good practice.

### **2.4 To ensure that local public services are responsive to different needs and treat users with dignity and respect**

- The Brent Stronger Communities strategy was agreed by the Cabinet in November 2015. The strategy is an integrated approach to working with our partners, communities and residents to make Brent stronger, more resilient and cohesive. The strategy focusses on tackling the risks to our community posed by hate crime; extremism and radicalisation; domestic abuse and harmful practices; child sexual exploitation and gang-related crime
- A comprehensive and robust Equality and Procurement Guidance was produced and communicated to staff in July 2015 and is available on the Intranet. The tender and selection process for contracts above £100k incorporates a section on social value and E&D requirements where potential contractors/providers are asked to demonstrate how their

proposals will add value and will contribute to the council's equality objectives

- In December 2015 the Brent council was granted with the DWP Disability Confident Employer status. In November 2015 the council was awarded with the Business Disability Forum Disability-smart Award. Brent was also recognised as a best practice example in the government's Accessible Britain Challenge
- Consideration of equality implications is integrated in the council's decision-making process and templates, with full Equality Analyses supporting the decisions with identified equalities impact. All budget proposals are screened for relevance and are informed by consultation with stakeholders and full Equality Analyses, where required.

## **2.5 To develop and sustain a skilled and committed workforce able to meet the needs of all people**

Following Cllr Pavey's review on HR and Equalities his recommendations were put into an action plan that was owned by the Corporate Management Team and overseen by the Equalities Committee. A detailed annual progress report was presented to the Equalities Committee on 7 April but some of the notable outcomes are listed below:

### ***Recruitment, management and retention policies and practices:***

- Taleo was introduced to ensure that equality details of job applicants are captured and monitored. Equality data is collected at long list, short list and interview stage
- The Oracle system was adapted to make entry easier and a new staff self-disclosure campaign will be re-launched from April 2016
- Staff self-disclosure rate is currently at 93% (where staff have disclosed equality information on three or more protected characteristics)
- A mandatory e-learning module on Recruitment and Selection incorporating Unconscious Bias was introduced for hiring managers / panels
- The HR policies were reviewed by the LGA and found to be sound.

### ***Staff engagement***

- A number of focus groups were carried out in April and May 2015 and the recommendations were incorporated in the 2015/16 Master Equality & Diversity action plan
- Four staff equality networks (Cultural Diversity, Gender, Disability and LGBT+) were established and meet quarterly
- A staff survey was launched on 21 March 2016 and the outcomes of the survey will inform the Council's 2020 vision and future equality plans and work.

### ***Development opportunities for staff***

- Council's Aspire Leadership and Development programme was launched in March 2016. In total, 38 staff members have been enrolled in the first cohort, which is reflective of the Council's and Borough's diversity profile

- Council's Let's Talk Collaborative Mentoring programme was launched in January 2016. This is an enhanced programme of opportunities fostering a regular dialogue and interaction between senior managers and staff. To date over 60 staff members have taken part in one or more of the above initiatives
- In early May 2016 the council launched a staff Volunteering policy enabling and encouraging employees to volunteer their skills and time to support local community groups and initiatives, which will also enhance their own skills and experience.

### **3.0 Conclusion**

Over the past year there has been significant progress on the equality and diversity agenda, which has also been recognised by external organisations such as the LGA, liP and DWP. However, we cannot be complacent because there are still many challenges ahead. The 2016/17 Equality and Diversity (E&D) action plan aims to help the council build on the great work achieved so far and further enhance the lives of all those living and working in Brent.

**Contact Officers:**

Andreyana Ivanova, Head of Equality

DAVID VEALE

Director of Human Resources & Organisation Development

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# ASPIRE

## Leadership Development Programme

Progress update

# ASPIRE

- Bespoke leadership development programme, specially designed for aspiring managers here at Brent
- Developed in partnership with Premier Partnership

Page 74

# Main Objectives

- Help identify and develop talent for the future at all levels
- Opportunities for aspiring managers to network, advance their careers and share best practice
- To provide aspiring managers with greater confidence and competence
- Develop leadership knowledge, skill, competence

# Cohorts

- Two cohorts for Level 3 Chartered Management Institute (CMI) Certificate for PO1 – PO4
- One cohort for Level 5 CMI Diploma for PO5 – PO8
- Ethnicity of delegates representative of diversity of the workforce
- Support - Access to CMI portal and trainers

Page 76

# Selection Process

- Completion of application form supported by Head of Service
- DMT – selected applicants for programme
- Feedback provided to unsuccessful applicants
- Induction

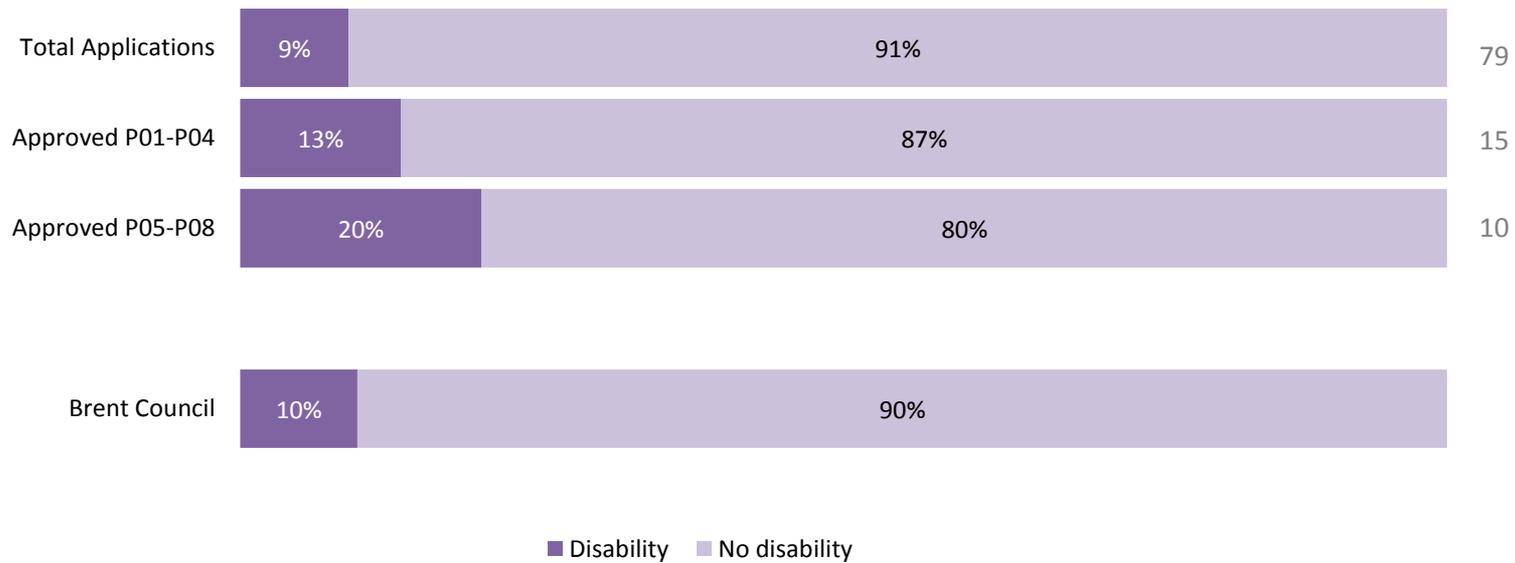
● page 77

# Data

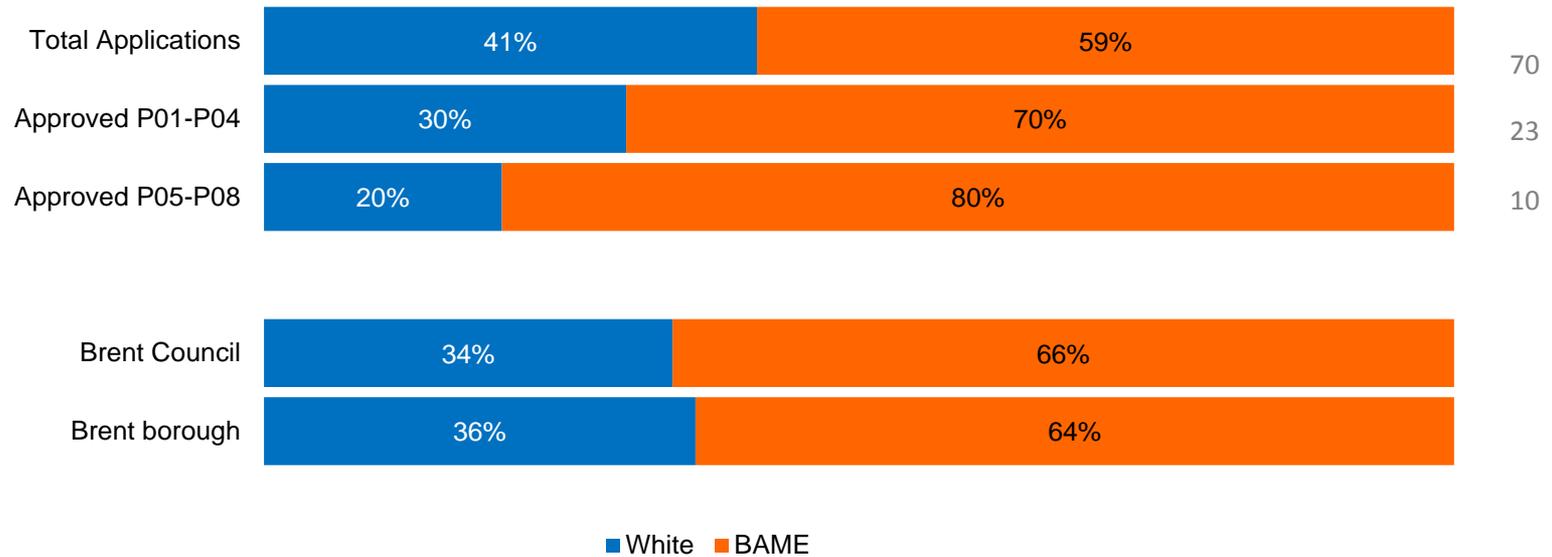
- 103 applications
- 72 applicants for 27 places for PO1 – PO4
- 31 applicants for 12 places for PO5 – PO8

Page 78

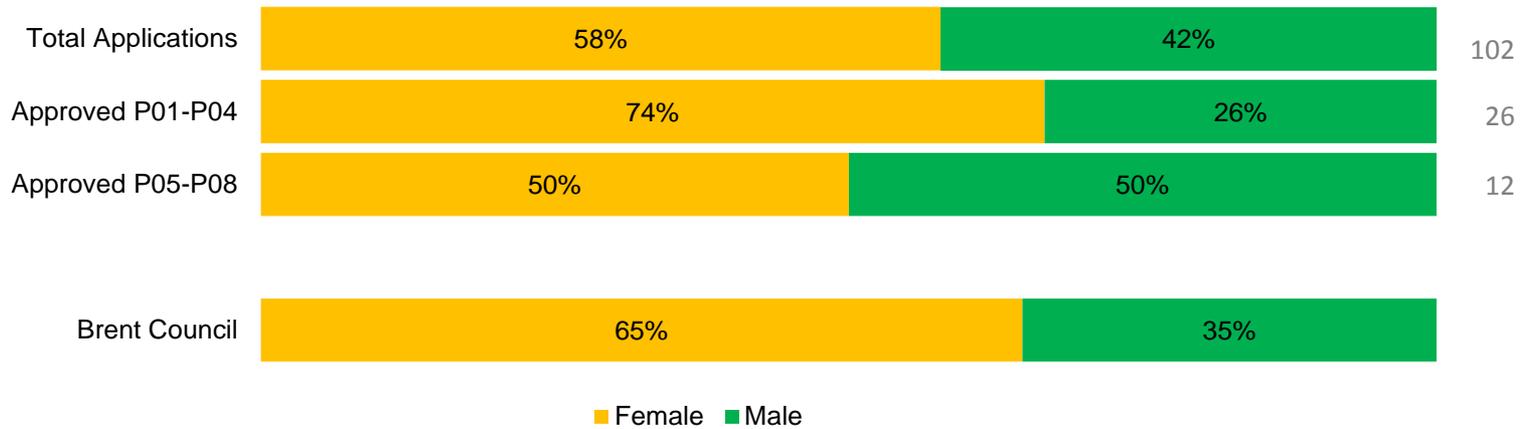
# Disability



# Ethnicity



# Gender



# Next Steps

- Workshops are already in progress
- Cross departmental working - OBR
- Project working – Yambassadors (comms)
- On- going evaluation of programme
- Next cohort ....



**brings...**

- 1. Peer Support Programme**
- 2. Whole Street of Support**

# Peer Support Programme

- Commissioned by Brent's Clinical Commissioning Group (CCG) – Ashford Place is the provider
- 18-month pilot programme that recognises and values the skills and talents of people living with dementia

**Our mission:** to empower a team of dementia peer supporters (and their carers) to support their newly diagnosed peers

# How will it work?

- **Peer Supporters** will share their experiences through the provision of advice, support and the development of enjoyable and culturally relevant activities
- These people can in turn empower and support their peers to live well and independently with dementia in the community within a wider social model of care

# What are we doing?

- Working out a Peer Support project plan
- Deciding on the Peer Supporter role description
- Recruiting a Peer Support Coordinator, to be in place by mid-August
- Working in partnership with the CCG on the referral process
- Working with the Innovation Unit on the evaluation

# Next Steps

- We are working with the CCG on the referral process and will have an agreement in place after the next Dementia Steering Group meeting
- When we have available referral information and leaflets, we will engage with each relevant service as referral agencies (including Dementia nurses, GPs, Memory clinic)

# A whole street of support

- Mobilising the community and resources in a local area in order to help people to live well with dementia

**Opportunity area:** Creating an environment where people with dementia feel safe, confident and involved, playing their part

# Our hypothesis

For people with dementia to be connected and be able to contribute, **people who are around them need to be aware of what it is to live with dementia and actively contributing** (engaging with individuals in their local area).





# Users

## Who is our key user?

### > People diagnosed with dementia

“I can contribute my skills”

“I can do more things in my community”

### > Carers

“There are more spaces we can go together”

Page 90

## Who else will benefit from our idea?

### > People undiagnosed but with memory problems

“I know more about dementia and how to help”

“I can do more things in my community”

### > Local businesses

“people with dementia have a positive experience with our service”

### > Community groups

“people with dementia have a positive experience with our service”

### > Police

“we are not called so often by people missing”



# Outcomes

## What are our desired outcomes?

**People feel less isolated and more connected**

People with dementia can access ‘dementia friendly spaces’



Resource of people available who can train people in the community on dementia



Increase awareness and understanding of dementia



Increase awareness of what makes a space dementia friendly

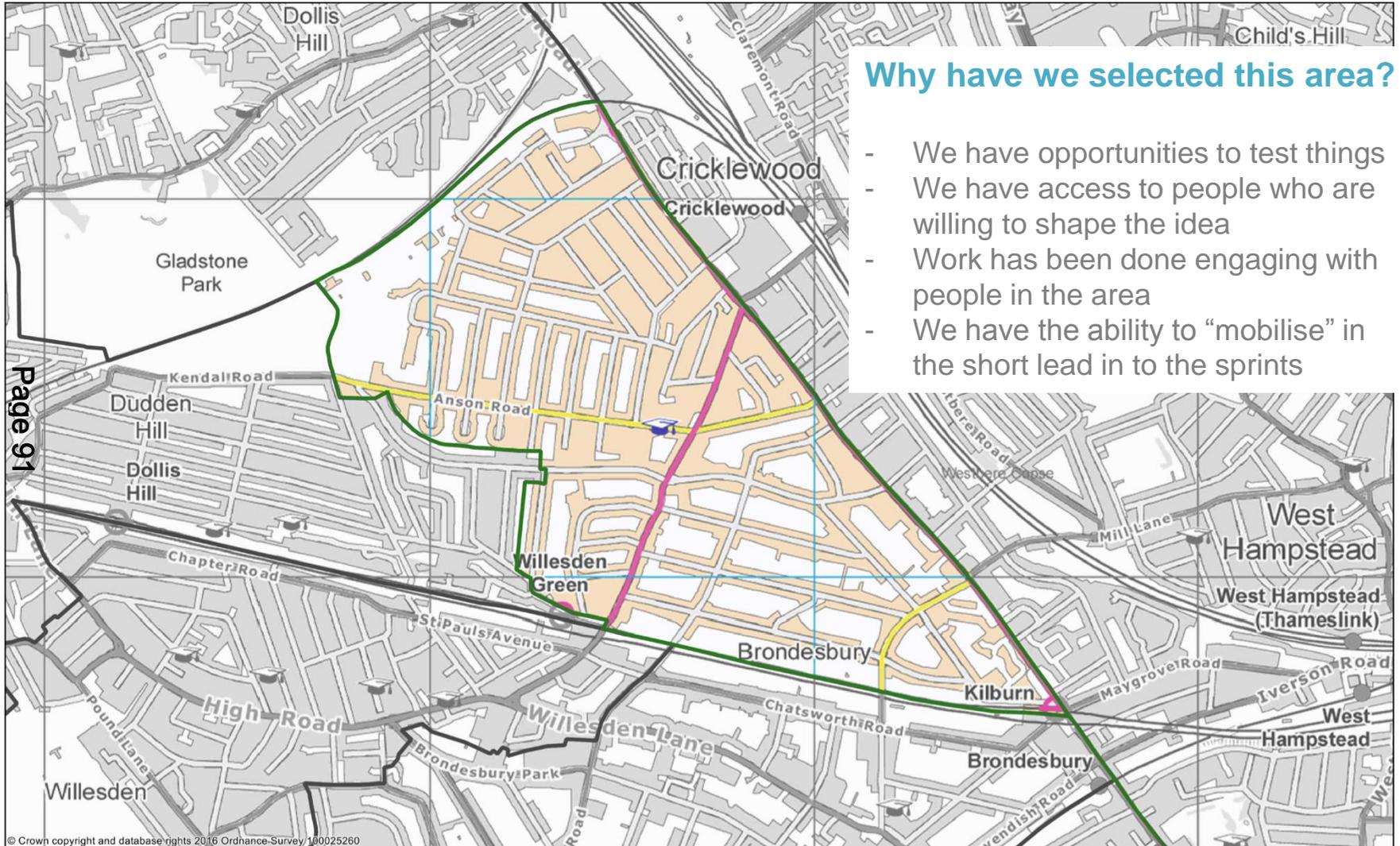


More dementia friendly spaces



More people can live happily in the community, contributing and being active

# Mapesbury Ward



## Why have we selected this area?

- We have opportunities to test things
- We have access to people who are willing to shape the idea
- Work has been done engaging with people in the area
- We have the ability to “mobilise” in the short lead in to the sprints

# Test 1 area audit

Understanding how dementia friendly the area is from the perspective of someone living with dementia.

Page 92

What are the **people, places and experiences** that can have a positive effect?

What needs to change and why?

- What are the priorities for people with dementia to feel happy, connected & contribute?
- How aware of dementia are people and businesses/community groups in the area?
- Who are the key people in the area who could be our 'community champions'? And what do we do to attract them?

# Engagement pack

### Test 2: Community champion

What do we want to learn doing this test?

- What is the best way to have conversations with the potential champions?
- In what way do potential champions see their role to improve the lives of people living with dementia?

**Introducing ourselves:**

"We are from a charity Community Action on Dementia?"  
First need to establish them something to get their attention! Can either have something with them and come back another time, or use it to open the conversation.

**Explain:** explain why we have decided to contact them

"We want to make this area a better place for people to live/working. We think that to make it better, everyone can do something, even if it's only something small. Your business is an important part of the community, and we are able to do something too."

**Listening:** in your experience, do you feel that people feel part of the community here? Do you think that the community is helpful towards older people?

→ connecting with their personal experiences:

- Have you come across anyone who has memory loss/dementia? what have you done to help them?
- would you be interested to know more about it?

**Introducing the role of champion:** asking for their interest in taking action

- Is there anything you think that your organisation could do to help make it easier for people living with dementia? (other champions like to train staff, create someone living with dementia to come up with ideas to make the space better and adapt it, offer a free service for carers, ...)
- share the relevant storyboard
- What excites you about it? What could be better? What makes you hesitant?
- would you be interested in hearing about, or being involved with future initiatives that we are working on? Check their desired level of involvement

Active  
L3 - champion  
L2 - sign to get information  
L1 - interested  
Passive

Thank you! Would you like to know more about dementia? If they want to find out more about dementia, give them the Dementia friend's kit with instructions to become a dementia friend.

### Become a feel good Buddy

**feel good**  
**Buddy**



individual champion

**> who**

- live in Crickwood, Willesden, Kilburn
- interest to know about dementia experience
- time to offer
- skills and knowledge to share

**What excites you?**

**What makes you hesitant?**

### Join the curious club!

**curious**  
**Club**



organisation/ business champion

A organisation or community group that offers an inclusive activity (or space) suitable for people living with dementia.

**> who**

- Organisation or community group based in Crickwood, Willesden, Kilburn
- Interested in becoming more dementia friendly
- have a named person we can work with

**What excites you?**

**What makes you hesitant?**





**> What you get**

- live in Crickwood, Willesden, Kilburn
- interest to know about dementia experience
- time to offer
- skills and knowledge to share

**> What you do**

- become a Dementia Friend [www.dementiafriends.org.uk](http://www.dementiafriends.org.uk)
- attend 1 hour Dementia Friends information session OR watch a 5 minute video online
- work to make your service/space more dementia friendly

**> What you get**

- free promotion (CAD Brent publicity; window sticker)
- new ideas for your business/ activity
- improved experience for ALL customers/ participants



Do you want to help make your area dementia friendly?

## Have you come across anyone with memory loss?

Small actions mean big things to them!

**A note to yourself!**



Find out more how you can make a difference!

Marimba Carr  
E: [Marimba.Carr@brent.gov.uk](mailto:Marimba.Carr@brent.gov.uk)  
T: 07900 608 918



## Gift flyer

Script Page 93

## Community champion Roles – for co-design activity

Work of the **Neighbourhood connector** storyboard to share with people that can help us define the community champions roles.

						
<b>NEIGHBOURHOOD CONNECTOR</b>	Sarah has lived in Crickwood for 10 years and knows many people in the area.	She goes to a local cafe and finds a new friend. She is intrigued!	She decides to give it a go and attend a tea drink to find out more about it.	She is excited about connecting people who might feel lonely to activities in the area to feel more connected.	She knows a neighbour living with dementia and invites her to have a cup of tea to talk about some possibilities.	Sarah and Don meet again to try one of the activities they thought could be good. They go together!
We want to make our community better in a place where everyone is involved.	<b>who?</b> Sarah lives in Crickwood, Willesden, Kilburn	<b>what?</b> friendly person who meets with people who feel lonely	<b>why?</b> doing good for others with people who feel lonely	<b>what next?</b> We are testing what being a neighbourhood connector could be like.	<b>Do you want to help make your street dementia friendly?</b>	<b>Do you want to help make your street dementia friendly?</b>
We believe that for our community to be inclusive everyone needs to play a role and are developing a range of community champions roles. What would you want to do to make a difference?	<b>who?</b> > lives in Crickwood, Willesden, Kilburn	<b>what?</b> > offers support to help find activities and meet people in their area	<b>why?</b> > learning new skills > meeting new people in their area > having a good time > using your skills and knowledge	<b>what next?</b> > do you want to be one? > do you want to help us find and define the role of community champions? > Get in touch!	<b>Do you want to help make your street dementia friendly?</b>	<b>Do you want to help make your street dementia friendly?</b>

**Images to understand the format of the storyboard**

Folded  Unfolded 



Do you want to help make your street dementia friendly?

## Become a dementia friend!

Dementia friends gives people an understanding of dementia and the small things you can do to make a difference.

It's really easy to do!  
Visit [www.dementiafriends.org.uk](http://www.dementiafriends.org.uk) to



Attend a face-to-face information session



Watch Gina's Story



Learn the facts



Help people join in



Use kind words




## Dementia friend flyer

## Community champion Roles – storyboard of community connector

# Test 2 community champion

How do we energise and align community champions to involve people with dementia in activities that are going on?

## Approaching key people

Group	Lead	Type	Status
Scouts	Will	Community group	2. Information: session in October
Seacon Bingo	Danny	Business	1. Connect: first contact planned
Hairdresser	Marimba	Business	3. Support to take action
Pakistani community	Danny	Faith group	3. Support to take action
GPs	Angela	Health professional	3. Support to take action
Polish community	Angela	Community group	3. Support to take action
Slade Court	Marimba	Housing association	1. Connect: contact planned
Olive Road Street Party	Danny	Association	Access to residents

# Test 3 Action – Community Activity

## Aim:

Define a set of offers that support the local community to do things to improve the lives of people living with memory loss.

## How:

Page 95

- Customised Awareness
- Recognition
- Action



# Next Steps

- Continue work started with organisations and individuals in Mapesbury Ward
- Start working in South Kilburn, using the lessons we have learned from Mapesbury
- South Kilburn – Regeneration Focus: how do we support people living with Dementia through regeneration of an area?