

**Brent Council**

**Race**

**Equality**

**Scheme**

**2004 - 2006**

**Draft**



## Contents

Forward	1
Introduction	2
Background	3
Brent Context	3
Brent's Core Values	4
Main Issues for Race Equality in Brent	4
Brent's Race Equality Scheme 2004 to 2006	6
The General Duty	6
Specific Duties	7
– Audit and Prioritise Our Functions and Policies <i>The council's Priorities for 2004 to 2006</i>	7
– Monitor Our Policies for Adverse Impact	8
– Assess and Consult on Policies	9
– Publish Results	11
– Access to Information and Services	11
– Training Staff	11
– Duty on Employment	12
Monitoring Compliance and Accountability	13
How Brent will Mainstream Race Equality	13
Progress on Brent's Race Equality Action Plan 2003/04	15
Looking Forward	16
Appendices	
– Appendix A: Organisational Chart	17
– Appendix B: Functions of the Council Relevant to the General Duty of the Race Relations (Amendment) Act	21
– Appendix C: Council Priorities 2004 – 2006 Why Were These Priorities Chosen?	24
– Appendix D: Race Equality Scheme Equality Impact Assessment	28
– Appendix E: Completed Equality Impact Assessments	31
– Appendix F: List of Key Officers	32
– Appendix G: List of One Stop Shops	33

# Forward

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

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

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

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

We are working closely with our neighbouring west London boroughs to promote community cohesion. In 2003 we jointly received over £600,000 from the Home Office to run a 'pathfinder' project. In September 2004, as part of this project, we will train our Councillors and give them the skills to deal with racism in the community.

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

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

Cllr Ann John  
Leader of the Council

# Introduction

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

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

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

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

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

Gareth Daniel  
Chief Executive

# Background

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

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

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

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

## Brent Context

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

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

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

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

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

## Brent's Core Values

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

- **Achieving service excellence** – All Brent staff are committed to providing excellent, sensitive and appropriate services. This commitment includes dedication to seeking continuous improvement
- **Raising the quality of life** - We will drive to promote the social, economic and environmental well-being of all residents.
- **Serving all our communities** - We will work to ensure all Brent's diverse communities are served sensitively and effectively. We will ensure that we always consult residents appropriately and that they are represented by local councillors and the council to the highest standards. We will promote tolerance, understanding and community cohesion between our different communities.
- **Developing and motivating our staff** - We will drive forward our 'Improving Brent' programme providing support, development opportunities and quality training for all our staff.

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

## Main Issues for Race Equality in Brent

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

### Refugees

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

There is also a growing problem with the language used to describe the refugee presence in Britain, with the media using highly emotive language to portray this new community. This year Brent will join in the celebrations of Refugee Week to help counter this abuse and discrimination. Refugee Week celebrates the enormous contribution of refugees to the UK and promotes understanding about the reasons why people seek sanctuary, through arts, cultural and educational events.

In 1997 Brent set up Refugees Into Jobs to remove barriers to work for refugee communities in the borough. Since it was set up this project has helped over 350

unemployed refugees in into employment and further education through a range of services designed to overcome the barriers they experience. The services includes information, advice and assistance, individual needs assessment and action plans, motivation and orientation, key skills support and job search assistance, as well as work experience, IT training, and higher vocational training. The project is staffed by refugees. Refugees Into Jobs was awarded Beacon status in 2003.

Brent has a Refugee Forum which is run within the voluntary sector. Brent's Corporate Diversity Team will liaise with this forum to ensure that the council is aware of the needs and concerns of their ever changing refugee communities. We will use this organisation as a consultative forum to make sure that we are informed of refugee needs and any unforeseen issues that might lead to discrimination.

## **Race and Religion**

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

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

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

## **Community Cohesion**

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

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

- information and communication work
- public sector meeting the challenge of community cohesion
- youth and community development

Brent already has a very successful Racial Harassment Strategy in our Housing Service. There are plans for this strategy to be expanded to cover the whole of the council. Brent's Crime and Disorder Strategy also addresses the issue of racial harassment and details how Brent will work with the Metropolitan Police over 3 years (2002 to 2005) to tackle this problem, through:

- Producing and distributing information to communities via posters, leaflets and publicity campaigns
- Continuing the development of multi-agency response to racial harassment cases
- Utilising Anti Social Behaviour Orders.

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

The Council will continue to promote and commemorate the diversity of its community through celebrating different cultures. Brent has an ongoing commitment to mark various community festivals. For the past eight years Brent has organised a St Patrick's Day Parade in Willesden to celebrate the Irish community of Brent. To maintain this tradition, there are plans to hold other such parades over the next 2 years. In 2003 Brent participated in Respect Week, which celebrates the multi-cultural nature of modern Britain. In 2004 Brent will again participate in the London-wide Respect Week by running its own events, including a 'party in the park'. This will be the second year that Brent has taken part in Respect Week celebrations. We will continue to commemorate Holocaust Memorial Day, which encourages us to remember instances of genocide that have occurred throughout the world over the years. For example, the atrocities carried out against the Jewish people in the Second World War, the ethnic cleansing that occurred in Serbia in the 1990s and the recent genocide in Rwanda. We will also continue to organise events for Black History month in October to honour the contribution the Black community in the past and present has made in Britain

## **Brent's Race Equality Scheme 2004 to 2006**

### **The General Duty**

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

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

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

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



## **Accountability and Responsibility**

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

## **Complaints, Comments and Views**

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

## **Specific Duties**

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

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

- Audit and prioritise our functions and policies
- Monitor our policies to see whether they have an impact on race equality
- Assess and consult on policies we are proposing to introduce
- Publish the results of our consultations, monitoring and assessments
- Ensure that the public have access to the information and services we provide
- Train staff on the new duties

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

## **Audit and Prioritise Our Functions and Policies**

Brent will assess all its functions and policies to see whether they are relevant to race equality. When the council started to look at which of its functions and policies are relevant to the general duty, we ascribed a high, medium or low priority to each. Most of the high priorities listed in our Race Equality Scheme for 2003/04 were dealt with during that year. (See *section: Progress on Brent's Race Equality Action Plan 2003/04*). The remaining high priorities and those that were identified as medium or low will be dealt with in the next 2 years – 2004 to 2006.

In writing this scheme, Brent consulted extensively with senior managers, staff and the local community to find out which medium priorities will be progressed in the first year of this scheme 2004/05 and which will be dealt with along with the low priorities in second year 2005/06. In February 2004 we organised a senior managers' workshop to decide the priorities over the next 2 years. In March and May we consulted the local community through the Black and Minority Ethnic Consultative Forum. We also consulted with elected Councillors on what our priorities should be through an evening workshop held in March. In April 2004 we consulted staff through the Black and Asian Staff Forum. The community

and staff were also consulted through the intranet and internet, where they were invited to comment on the priorities listed in the Race Equality Scheme

### ***The Council's Priorities for 2004 to 2006***

#### **Corporate Centre**

- Agree ethnic monitoring categories

#### **Corporate Services**

- Customer care and relationship management

#### **Education, Arts and Libraries**

- Cultural strategy
- Special Educational Needs
- Early Years
- Library Service

#### **Environmental Services**

- Contract management
- Transportation
  - Transport Planning
  - Traffic Management
- Parks Service
  - Parks and open spaces
  - Allotments
- Environmental Health
  - Food safety
  - Advice and information
  - Pest control
- Cemeteries and Mortuary Service
- Registrars
- Street Care
  - Street scene
  - Waste management

#### **Financial Services**

- Procurement
- Housing benefit and council tax
- Fraud Investigation and Sanction Policy

#### **Housing**

- Improve Black and minority ethnic council and private sector tenants' satisfaction levels

#### **Human Resources and Diversity**

- Equality of access to training, development and appraisals
- Management information system
- Black and minority ethnic senior management representation

#### **Policy and Regeneration Unit**

- Working with partners
- Community safety and crime reduction
- Regeneration and social inclusion
- Policy development
- Complaints Management
- Best value and performance management

#### **Social Services**

- Child Placements - Kinship Care and Family Conferencing
- Fair Access to Care Services - Reviews
- Support for People with mental Health Needs - Assertive Outreach
- Pre-sentence Reports
- Direct Payment Scheme

If you would like to know why these priorities were chosen, please refer to Appendix C on page 24 of this scheme.

### **Monitor Our Policies for Adverse Impact**

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

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

Over the next 2 years, Brent will continue to carry out initial, partial and full Equality Impact Assessments on policies and procedures that are relevant to race equality to try to ensure that none of them have an adverse impact on any ethnic groups or if they do to try and lessen this impact. If the negative impact on other groups is justifiable (as with 'positive action' or targeted initiatives) we will explain why we have allowed this impact on other groups to occur.

### **Assess and Consult on Policies**

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

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

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

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

### ***Consulting Local People***

Brent Council already consults local people through Area Consultative Fora, Area Housing Boards, User Consultative Fora and through the Residents' Attitude Survey. In October 2003 we launched the Black and Minority Ethnic Consultative Forum to specifically consult with our Black and minority ethnic communities on proposed policies. The first meeting was held in January 2004. The forum will continue to meet every 2 to 3 months, with four meetings a year.

### ***Consulting Community Organisations and the Voluntary Sector***

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

### **Consulting Partners**

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

- Brent Housing Partnership
- Local Strategic Partnership (LSP)
  - Brent Community Network
  - Brent Police Service
  - Genesis Housing Association
  - Brent Fire Service
  - London Development Agency
  - North West London NHS Trust
  - Primary Care Trust
  - Job Centre Plus
  - West London Business Chamber of Commerce
  - Ujima Housing Group
  - West London Learning Skills Council
  - College of North West London
- Primary Care Trust - Apart from its role in the Local Strategic Partnership, the PCT will also be consulted on issues concerning care, health and social services.

### **Consulting Staff**

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

- **Leadership Group on Equality and Diversity** – This group consists of members of the Corporate Management Team (Service Area Directors), the Leader of the Council and the Lead Member for Equalities and Service Improvement, supported by the Head of Diversity. The group takes a strategic lead on equalities and diversity issues.
- **Diversity Reference Group** – This group is a staff discussion forum that has been set up to actively promote equalities and diversity within Brent Council in both employment and service delivery. Members of the group are from every service area.
- **Staff Panel** – This is a focus group of randomly selected staff used regularly for consultation on whole range of different issues.
- **Black and Asian Staff Forum** – Consulting this forum will be particularly relevant when assessing the impact on race equality of Human Resources policies.

Managers will also be consulted on issues of race where appropriate. To set our race priorities for this Race Equality Scheme, the council organised a one-day senior management seminar in February 2004, where managers were consulted on what they thought the race equality priorities should be over the next 2 years.

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

## **Publish Results**

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

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

## **Access to Information and Services**

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

There is also a need to look at how well the existing methods Brent relies on to make information available to different racial groups are working. There is also work in hand to make the council's website more accessible to people whose first language is not English. This applies not only to service specific information, but also to information that helps people understand how local democracy works, how to contact their councillor, how to make a complaint and how to influence change.

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

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

## **Training Staff**

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

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

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

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

### **Duty on Employment**

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

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

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

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

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

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

## **Monitoring Compliance and Accountability**

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

As the Race Equality Scheme is a living document, progress on implementation will be monitored and reviewed annually through consultation with staff and the community. This will include an assessment of how we have complied with our obligations under the Act.

## **How Brent will Mainstream Race Equality**

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In addition to this Race Equality Scheme, Brent has other processes and procedures in place to ensure that race equality becomes an everyday feature in service delivery and employment.

### **Best Value Process**

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

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

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

### **Equality Standard for Local Government**

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

In March 2004 we achieved Level 1 of the Equality Standard. To achieve Level 1 of the Equality Standard we had to evidence our commitment to mainstream equalities, including race equality, in service delivery and employment practise. Over the next 2 years we hope

to achieve Level 2 of the standard, which deals with the assessment of our services and consulting with our communities.

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

### **Equality Impact Assessments**

As mentioned before, one of the specific duties of the Act is for public authorities to carry out equality impact assessments on strategies, practices and procedures to ensure that there is no adverse impact on any one racial group. If an adverse impact is identified then processes will be put in place either to eliminate or minimise that adverse impact.

### **Service Planning Process**

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

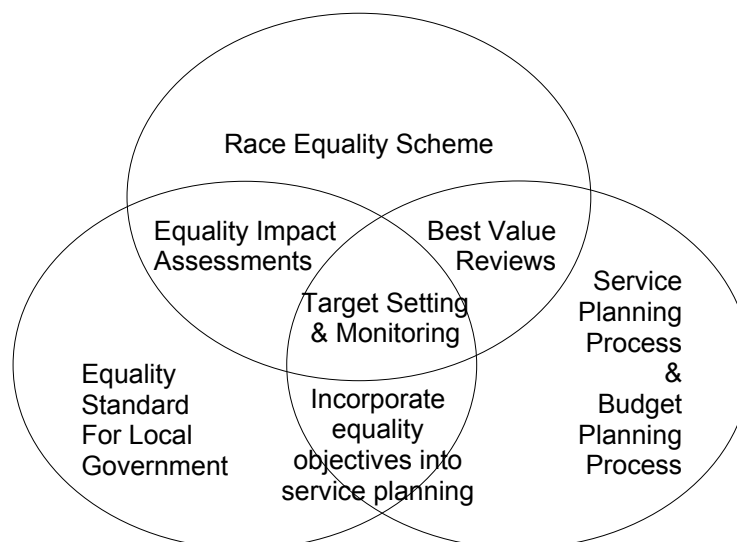
### **Budget Planning Process**

When bidding for extra money for their service area managers must state, in their reports, what the equality implications will be if they do not get the extra funds, so that elected Councillors are clear about the implications of their decision making.

### **Committee Process**

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

*How these processes are linked*





# Progress on Brent's Race Equality Action Plan 2003/04

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Brent published its Race Equality Scheme for 2003 to 2004 in May 2003. As part of this scheme an Action Plan which detailed the targets that the council had to carry out to meet the general duty of the Act in 2003 to 2004 was written. In it 47 targets were set to be achieved throughout the year to ensure that the council met its general duty to eliminate unlawful racial discrimination, promote equality of opportunity and promote good relations between people of different racial groups.

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

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

## Target Monitoring

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

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

These breakdown into service area as follows:

Service Area	Achieved	Achieved but slipped	Partially achieved	Not achieved
Corporate Centre	15	3	-	2
Corporate Services	1	-	1	-
Education, Arts and Libraries	4	-	-	-
Environmental Services	1	1	-	2
Financial Services	1	-	-	-
Housing	3	-	-	-
Human Resources and Diversity	7	-	1	-
Social Services	3	-	-	2
	35	4	2	6

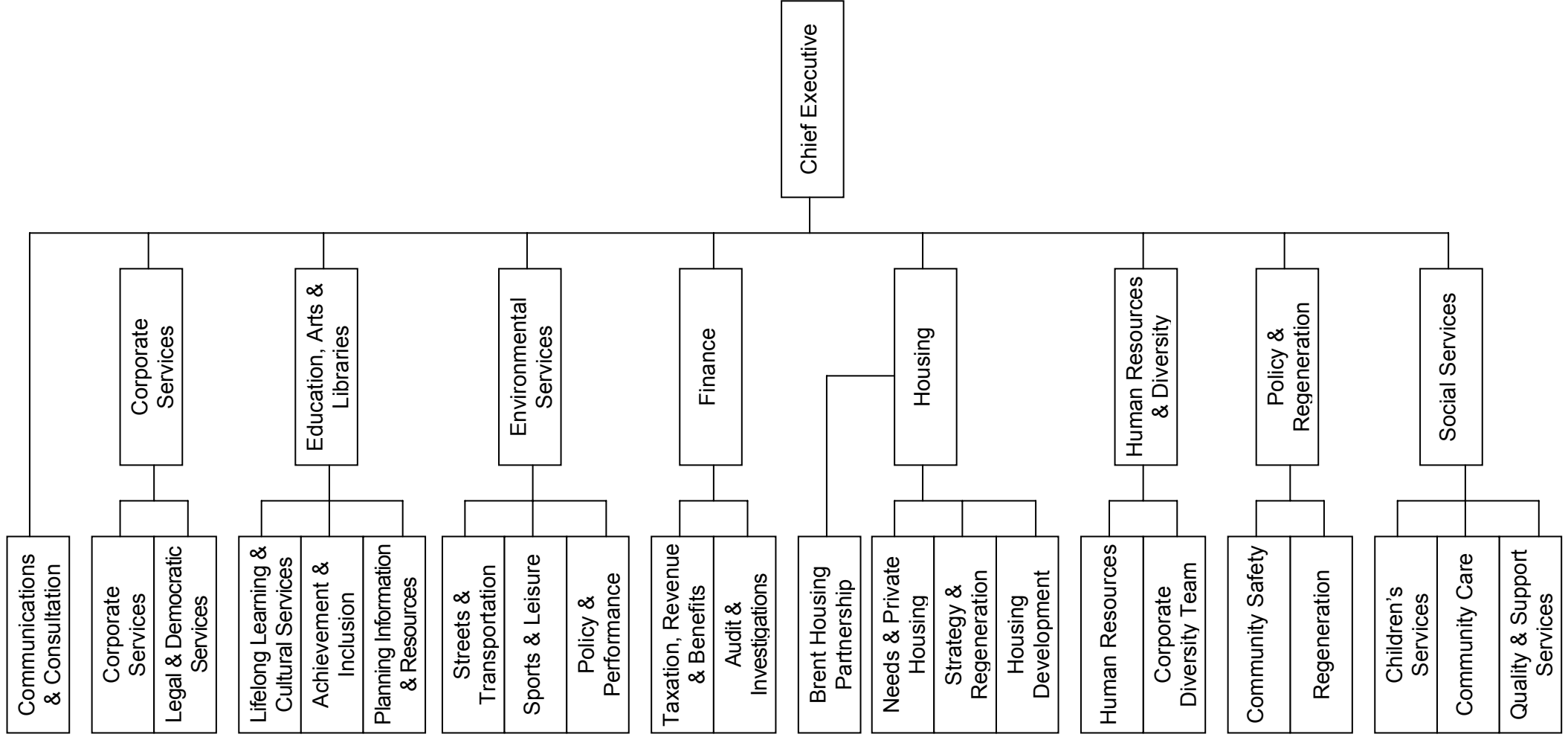
# Looking Forward

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This Race Equality Scheme is a living document and is subject to change during its lifetime. Because the council's priorities may change from one year to the next (for instance, due to new Government legislation) we will review this document annually. The scheme's accompanying Race Equality Action Plan shall also be reviewed annually to ensure that all the targets set out are achieved to a satisfactory standard. If a target is not achieved Brent's Corporate Diversity Team will investigate why and will offer the service area support to make sure that the target is achieved within the following year.

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

## Organisational Structure



## **Chief Executive's Office**

### **Communications and Consultation**

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

### **Corporate Services**

#### Legal and Democratic Services

- Legal Services
- Democratic Services

#### Corporate Services

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

### **Education, Arts and Libraries**

#### Planning Information and Resources

- Finance
- Asset Management
- Teacher Recruitment
- Communication and Student Support
- Strategic Planning and Information Management

#### Lifelong Learning and Cultural Services

- Adult and Community Education
- Library Service
- Museum Archive and Arts
- Youth Voluntary Sector Support Services

#### Achievement and Inclusion

- Special Education Needs
- Inclusive Education
- School Improvement
- Early Years
- Brent Transport Service

## **Environmental Services**

### Streets and Transportation

- Highways and Emergency Operations
- Street Scene
- Transportation

### Sports and Leisure

- Cemeteries and Mortuary
- Parks Service
- Sports and Leisure

### Policy and Performance

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

## **Financial Services**

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

## **Housing**

### Brent Housing Partnership (Arms Length Management Organisation)

- Repairs and Maintenance
- Housing Management Services
- Brent Building Cleaning
- Standards and Procurement
- Public Sector Finance

### Needs and Private Sector

- Housing Resource Centre
- Private Housing Information Unit
- Private Housing Services

### Strategy and Regeneration

- Registered Social Landlord Development
- Policy and Research
- South Kilburn Housing Regeneration

## Housing Development

- Directorate Support
- Human Resources Liaison
- Public Relations Liaison

## Finance Team

## **Human Resources and Diversity**

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

## **Policy and Regeneration**

- Corporate Policy
- Regeneration
- Community Safety

## **Social Services**

### Children's Services

- East Team
- West Team
- Resources
- Family Placement
- Admin and Support
- Emergency Duty Team
- Brent Youth Offending Service

### Community Care

- Adult Physical Disability
- Brent Learning Disability Partnership
- Older People Services
- Brent Mental Health Services

### Quality and Support Services

### Finance

## **Functions of the Council Relevant to the General Duty of the Race Relations (Amendment) Act**

### **Communications and Consultation**

Managing and supporting communication with stakeholders including staff  
Translation and interpretation services

### **Corporate Services\***

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

### **Education, Arts and Libraries**

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

### **Environmental Services**

Enforcement  
Licensing  
Planning policy  
Sports development  
Contract management  
Parking  
Transport planning  
Economic development

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

Parks and open spaces  
Food safety advice  
Advice and information  
Pest control  
Cemeteries and mortuary  
Registrars  
Entertainment and events  
Allotments  
Traffic management  
Street scene  
Waste management

### **Financial Services**

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

### **Housing**

Strategy and regeneration  
Brent Housing Partnership  
Housing advice  
Housing Resource Centre

- Assessment
- Lettings
- Temporary accommodation

Private sector

- Grants
- Homeless prevention
- Enforcement
- Incentive scheme
- Home Improvement Agency

### **Human Resources and Diversity**

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



Job evaluation and rewards  
Induction  
Sickness absence  
Health and safety

### **Policy and Regeneration**

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

### **Social Services**

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

## Appendix C

### Council's Priorities for 2004 to 2006

#### Why were these priorities chosen?

##### Corporate Centre

- Ethnic monitoring categories  
*The council needs to decide corporately what the ethnic monitoring categories will be, so that we can consistently monitor service take-up.*

##### Corporate Services

- Customer care and relationship management  
*This system (database) will improve our relationship with our customers by storing ethnicity data on a council-wide system. This means that we need only ask for this information once, with other service areas having access to the same information.*

##### Education, Arts and Libraries

- Cultural Strategy  
*The council's new Cultural Strategy is for the benefit of all Black and minority ethnic groups in the borough.*
- Special Educational Needs  
*This service area will be going through a Best Value Review over the next 2 years. As part of this review we will ensure that the project plan for the Special Education Needs addresses race equality considerations*
- Early Years  
*This service area will be going through a Best Value Review over the next 2 years. As part of this review we will ensure that the project plan for the Early Years service addresses race equality considerations*
- Library service points  
*Need to take a strong race equality perspective in decision making about library service.*

##### Environmental Services

- Contract management  
*To ensure that contractors are not operating in a way that is racially discriminating against their staff or customers.*
- Cemeteries and Mortuary Service  
*Allow for different burials for Black and minority ethnic elders and quicker Jewish and Muslim burials.*
- Registrars  
*To encourage opportunities for weddings from different cultures*

## Transportation

- Transport Planning
- Traffic Management  
*Of all road accidents in Brent, there is an extremely high proportion of Black teenagers being accident victims Brent's roads. We need to monitor our transport planning and management to reduce these levels.*

## Parks Service

- Parks and Open Spaces  
*The council would like to improve Black and minority attendance of their parks and open spaces because there is low usage of green spaces by these communities.*
- Allotments  
*There is a low level of allotments allocated to Black and minority ethnic people. We need to make sure that the allocation process is fair.*

## Environmental Health

- Food Safety  
*New legislation around food safety has been introduced. We need to help shopkeepers understand and comply with the new law, as this could result in many Halal food suppliers being shut down.*
- Advice and information  
*Information on environmental health needs to be made accessible to non-English speaking Black and minority ethnic members of the community.*
- Pest Control  
*There is currently no ethnicity information on the take-up of this service. We need to collect and analyse this data over the next 18 months to ensure that the service is being used by the Black and minority ethnic community. The service will have to be more culturally sensitive to its clients.*

## Street Care

- Street Scene
- Waste Management  
*We need to reduce waste and increase recycling amongst Black and minority ethnic communities. We do not appear to be getting the message through to ethnic minority communities on the importance of recycling.*
- Parking  
*We have to monitor and ensure adequate parking around mosques, synagogues, temples and churches*

## **Financial Services**

- Procurement  
*The council needs to monitor and promote race equality within procurement and make sure that any contractors used abide by Brent's equality and diversity policies and practices*
- Housing benefit and council tax  
*We need to collect information on the ethnicity of service users*
- Fraud Investigation and Sanction Policy  
*This policy deals with overpayment of housing benefit and the measures taken to recover monies. We need to look at the various forms of prosecution that arise from this policy and ensure that members of Black and minority ethnic communities are not disproportionately given more severe sanctions*

## **Housing**

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

## **Human Resources and Diversity**

- Equality of access to training, development and appraisals  
*Ensure that Black and minority ethnic staff are getting the same opportunities as their White counterparts.*
- Management information system  
*This is a computerised database for the collection and analysis of ethnicity data of members of staff, people who apply for jobs at the council and those who are short-listed.*
- Black and minority ethnic senior management representation  
*There are not many Black and minority ethnic staff at senior management level.*

## **Policy and Regeneration Unit**

- Working with partners  
*The issue of equality and diversity is a theme running through all elements of Local Strategic Partnership activity. As such, the community plan and partnership promotes race equality at the highest level locally.*
- Community safety and crime reduction  
*The Crime and Disorder Audit and Consultation are fundamental to influencing priorities for the next Crime and Disorder Strategy. The Audit must address the issue of race equality (including racial harassment) alongside other equality issues in order to effectively inform the strategy.*

- **Regeneration and social inclusion**  
*Regeneration activity is targeted at Brent's priority (deprived) neighbourhoods. The majority of disadvantaged people living in these neighbourhoods will be from Black and minority ethnic groups and are likely to suffer disadvantage due to their race.*
- **Policy development**  
*The Policy and Regeneration Unit are instrumental in driving corporate policy and as such have a key role to play in ensuring that impact on race is assessed in the development of policies and in forward planning. Also the guidance given to managers on how to plan their service will include details on how to ensure that service plans address race equality issues.*
- **Complaints Management**  
*Current procedures and systems for complaints handling allow for the recording of monitoring information. Current practice is not consistent across the authority and there is currently little analysis of the information.*
- **Best value and performance management**  
*Any process of reviewing service provision and functions of the Council must take into account race equality, and Best Value is fundamental to this process of review, improvement and monitoring.*

## **Social Services**

- **Child Placements - Kinship Care and Family Conferencing**  
*Over 72% of the Placements Children Looked After are from BME groups therefore, the need to provide more innovative ways of providing services that takes into account the cultural and personal needs of the child has never been more apparent to Social Services.*
- **Support for People with Mental Health Needs - Assertive Outreach**  
*The Assertive Outreach Team has been set up within Brent Mental Health Services to provide services to people with mental health problems who have previously been difficult to engage with using traditional services. These groups might not have engaged with the more traditional services because they may have felt the western model of psychiatry had little or no understanding of their culture, beliefs or experiences.*
- **Fair Access to Care Services – Reviews**  
*Social Services has a commitment to providing culturally appropriate services to its communities and as such has prioritised Fair Access to Care Services to ensure that the eligibility criteria agreed for Brent does not have an adverse effect on any particular ethnic group.*
- **Pre-sentence Reports**  
*There are a high percentage of BME youth's using services within the Youth Offending Services. The pre sentencing reports will be monitored to ensure that there is not any ethnic bias.*
- **Direct Payment Scheme**  
*Social Services have a commitment to providing culturally appropriate services to its communities. As such the Direct Payment Scheme will be monitored to ensure that there is not a disproportionate number of a particular ethnic group that are not accessing this scheme.*

## **Race Equality Scheme Equality Impact Assessment**

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

### **1 What is the name of the policy to be assessed?**

Race Equality Scheme (2004 to 2006)

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

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

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

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

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

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

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

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

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

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

The council undertook extensive consultation on the Race Equality Scheme with various disability, gender, age, faith and sexual orientation organisations within Brent. These organisations were chosen because their services are targeted at Black and

minority ethnic communities. None of these organisations highlighted any concerns regarding negative impact.

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

We consulted internally and externally as part of our assessment of the Race Equality Scheme.

**Internal Consultation**

<i>Consultees</i>	<i>Method of consultation</i>
Elected Councillors	Workshops
Corporate Management Team	Meeting
Diversity Reference Group	Meeting
Senior managers	Workshop and e-mail
Black and Asian Staff Forum	Discussion forum with workshop
Brent Trade Unions	Mail
General staff	Intranet

**External Consultation**

<i>Consultees</i>	<i>Method of consultation</i>
Local Strategic Partnership:	Mail
- Brent Community Network	
- Brent Police Service	
- Genesis Housing Association	
- Brent Fire Service	
- London Development Agency	
- North West London NHS Trust	
- Primary Care Trust	
- Job Centre Plus	
- West London Business Chamber of Commerce	
- Ujima Housing Group	
- West London Learning Skills Council	
- College of North West London	
Brent's ethnic minority community	Black and Minority Ethnic Forum
Voluntary organisations	Mail
Community organisations	Mail
Faith organisations	Mail
General public	Internet

The results of the consultation will be incorporated into the Race Equality Scheme

**6 Have you published the results of that consultation, if so, where?**

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

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

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

**8 If in your judgement, the proposed policy does have an adverse impact, can that impact be justified? You need to think whether the proposed policy will have a positive or negative effect on the promotion of equality opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.**

The Race Equality Scheme does not have a negative impact on customers and staff in terms of race, disability, gender, age, faith and sexuality.

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

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

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

**10 Kindly provide us with separate evidence of how you intend to monitor in future**

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

Signed by the manager  
undertaking the assessment



Full name (in capitals please)

**MOIRA UGOJI**

Dated

**15/04/04**

Position in the council

**Principal Diversity Officer**



## **Completed Equality Impact Assessments 2003/04**

### **Education, Arts and Libraries**

Voluntary Sector Support Main Programme Grant Policy and Criteria  
Youth Inclusion and Support Programme  
School Improvement Service

### **Environmental Services**

Mapesbury Dell Open Space – Doorstep Green Initiative

### **Finance**

Anti-Fraud Framework

### **Housing**

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

### **Human Resources and Diversity**

Race Equality Scheme 2004 to 2006

### **Policy and Regeneration**

South Kilburn Master Plan

### **Social Services**

#### ***Children's Placements***

Permanency Policy  
Procedure for recognising bullying  
Discipline in Foster Care  
Applicants Attending Adoption & Permanency Panel  
Allegations against carers

#### ***Older People's Services***

Tendering for the Supply of Frozen Meals  
Re Tendering for Domiciliary Care  
Implementation of Hospital Discharge and Re-imburement policy

#### ***Youth Offending Team***

Development of Children's Support panel  
Reparation Officer Developments

## List of Key Officers

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

### Leadership Group on Equality and Diversity

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

Jenny Goodall	Director, Social Services (Chair)
Gareth Daniel	Chief Executive
Val Jones	Director, Human Resources and Diversity
John Christie	Director, Education, Arts & Libraries
Tracy Walters	Head of Diversity
Cllr Dorman Long	Lead Member for Diversity
Cllr Ann John	Leader of the Council

### Diversity Reference Group

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

Jenny Goodall (Chair)	Debra Norman
Amanda Lee	Richard Lewy
Stefan Samek	Marianne Ecker
Sandra Carson	Pat Keating
Simon Richardson	Ian Syms
Rik Boxer	Maxine Husbands
Sue Harper	Paul Chennell
Zsuzsanna Messing	Fred Broughton
Jumoke Tejumola	Tracy Walters
Margaret Read	Carolyn Solomon
Alison Matheson	Manjula Shah
Simon White	Moira Ugoji
Owen Thomson	

## Appendix G

### List of One Stop Shops

Town Hall One Stop Shop  
Forty Lane  
Wembley  
Middx  
HA9 9HD

Brent House One Stop Shop  
349 - 357 High Road  
Wembley  
Middx  
HA9 6BZ

Willesden Green One Stop Shop  
Willesden Green Library Centre  
95 High Road  
London  
NW10 2SF

Kingsbury One Stop Shop  
522 - 524 Kingsbury Road  
London  
NW9 9HE

Harlesden One Stop Shop  
Challenge House  
1 - 2 Bank Buildings  
High Street  
London  
NW10 4LX

Kilburn One Stop Shop  
Hampton House  
1b Dyne Road  
London  
NW6 7XG

#### **One Stop Shop Call Centre Contact Details**

Telephone: 020 8937 1200  
Minicom: 020 8937 1993  
Gujarati Line: 020 8937 1996  
Fax: 020 8937 1989  
Email: [customer.services@brent.gov.uk](mailto:customer.services@brent.gov.uk)

