



Equalities Committee

Tuesday 6 December 2016 at 6.00 pm

Board Room 2 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

McLennan (Chair)

Davidson

Harrison

Tatler

Thomas

Substitute Members

Labour Councillors:

Conneely, Crane and Hylton

Conservative Councillors:

Kansagra and Maurice

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
1 Declarations of Interests	
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.	
2 Minutes of the Previous Meeting	1 - 4
3 Matters Arising (If Any)	
4 Deputations (If Any)	
5 Election of Vice Chair of the Committee	
For the Committee to decide the election of a new Vice Chair for the remainder of the municipal year.	
6 Update on Outcome Based Reviews and the Harlesden Community Hub	5 - 14
Brent Council has been running three Outcome Based Reviews (OBRs), using design-led processes, focusing on employment support and welfare reform, housing for vulnerable people and regeneration. This report outlines the OBR approach and shares the work carried out to develop and trial a community hub model in Harlesden from 31 October – 12 November 2016.	
Ward Affected: All Wards	Contact Officer: Peter Gadsdon, Director, Performance, Policy and Partnerships Tel: 020 8937 1400 peter.gadsdon@brent.gov.uk
7 Employment, Skills and Enterprise team: summary of available support for vulnerable residents	15 - 22
This report provides a summary of employment and training support commissioned and / or delivered by the Employment, Skills and Enterprise team for vulnerable residents, including those with a disability.	

Ward Affected: All Wards
Contact Officer: Matthew Dibben, Head of Employment, Skills and Enterprise; Kaya Chatterji, Service Development Manager
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8 Eastern European Communities Living in Brent (Task & Finish Group Report) 23 - 28

This cross-Council group has been established to look at the socio-economic barriers and challenges experienced by the Eastern European communities living in Brent and make recommendations to address these.

Ward Affected: All Wards
Contact Officer: Andreyana Ivanova, Head of Equality; Genevie George, Partnerships and Engagement Manager
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9 Overcrowding and BAME Households (Task & Finish Group report) 29 - 34

This group has been established to consider the scale and impact of overcrowding affecting Black, Asian and Minority Ethnic (BAME) households and to identify actions to address the problem. The work has been prompted by the findings of the latest report by the Runnymede Trust and other studies that evidence the disproportionate representation of BAME groups among overcrowded households across tenures. The recommendations of the working group will feed into the review of the Council's Housing Strategy.

Ward Affected: All Wards
Contact Officer: Tony Hirsch, Policy and Performance; Andreyana Ivanova, Head of Equality
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10 2015-16 Gender Pay Gap Audit 35 - 44

This report looks at gender pay differences within Brent Council's non-schools workforce. The main focus is on systemic pay inequalities between men and women rather than pay differences between individuals. Pay grade is used as an indicator of work of equal value, as determined by the Greater London Provincial Council (GLPC) or HAY job evaluation scheme.

Ward Affected:
All Wards

Contact Officer: David Veale, Director of
Human Resources and Organisational
Development
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11 2016/17 Equality Strategy Action Plan

45 - 48

The item provides the Committee with a progress update on the 2016/17 Equality Strategy Action Plan.

Ward Affected:
All Wards

Contact Officer: Andreyana Ivanova, Head of
Equality, Tel: 020 8937 3154
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12 Date of the Next Meeting

The next scheduled meeting of the committee is on **20 February 2017**

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.



- 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 **Held on Monday 12 September 2016 at 6.00 pm**

PRESENT:

Councillors McLennan (Chair), Kansagra (Vice-Chair) and Harrison

Also Present: Councillor Perrin

Apologies were received from: Councillors Tatler and Thomas

1. **Declarations of interests**

None declared.

2. **Minutes of the previous meeting**

RESOLVED:-

That the minutes of the previous meeting held on 7 April 2016 be approved as an accurate record of the meeting.

3. **Matters arising (if any)**

There were no matters arising.

4. **Deputations (if any)**

There were no deputations.

5. **2016/17 Equality and Diversity action plan**

Members of the Committee received an updated action plan outlining the key equality and diversity actions and priorities for the 2016/17 financial year.

Members noted that the updated plan has been approved by the Diversity Reference Group and the Corporate Management Team.

RESOLVED that the Committee noted the update and approved the ongoing action by the Council to support the 2016/17 Equality Strategy Action Plan.

6. **2015/16 Workforce Diversity profile report**

Members noted the report providing 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 was noted that the report also includes some information on pregnancy and maternity, childcare and caring responsibilities and employees' working patterns by gender.

Mildred Philips, Head of Employee Services, stated that 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.

Members noted that the proportion of Black, Asian and Minority Ethnic (BAME) senior managers has been a priority for the council for several years and welcomed the ten percent increase of BAME employees at Hay grades over the last year. Andreyana Ivanova, Head of Equality, also added that the 2016/17 recruitment data showed that the percentage of BAME employees at Hay grades has further increased since the beginning of the financial year (from 21 percent to 26 percent, respectively). However, despite this significant increase, it was recognised that BAME groups are still under-represented at higher grades (PO5 and above) and therefore further action is required to address this.

Members thanked officers for the report and welcomed the actions being taken to address areas of further improvement.

RESOLVED that the report be noted by Members.

7. **YourVoice 2016 staff survey: equality analysis**

David Veale, Director of HR & Organisational Development, provided Members with an overview of the findings from the YourVoice2016 survey carried out online between 21 March and 29 April 2016.

It was noted that there were three staff groups whose responses to the YourVoice survey showed variations from the Council's averages: employees with disabilities, long serving employees and employees with caring responsibilities. The Equality team will carry out workshops with these groups to explore employees' experiences and views around themes such as job satisfaction and wellbeing in the workplace.

RESOLVED that the summary be noted by Members.

8. **Mental Health in Brent**

Andreyana Ivanova, Head of Equality, presented the report which was an item kindly requested by Cllr Tatler.

Members noted the report outlining 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.

RESOLVED that Members noted the content of the report and asked that the report is circulated to Cllr Tatler and Cllr Thomas.

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

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

10. **Aspire Leadership & Development programme: diversity breakdown of participants**

Members noted the progress update on the Aspire Leadership and Development programme.

11. **Community Action on Dementia project**

Members received an update on the 18-month pilot programme, commissioned by Brent's Clinical Commissioning Group, that recognises and values the skills and talents of people living with dementia.

Its mission is to empower a team of dementia peer supporters (and their carers) to support their newly diagnosed peers.

12. **Date of next meeting**

The date of the next meeting was noted as 6 December 2016 at 6pm.

13. **Any other urgent business**

There was no other urgent business.

The meeting closed at 7:10pm.

COUNCILLOR MARGARET MCLENNAN
Chair

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 <p>Brent</p>	<p>Equalities Committee 6 December 2016</p> <p>Report from the Director of Performance, Policy & Partnerships</p>
<p>Wards affected: ALL</p>	
<p>Update on Outcome Based Reviews and the Harlesden Community Hub</p>	

1.0 Summary

- 1.1. Three Outcome Based Reviews (OBRs) were established in January 2016 which set out to understand:
- 1) How do we tackle the issues and challenges that people experience around participation in work and / or retaining a tenancy during periods of vulnerability?
 - 2) What might support and enable people to participate more fully in work and / or to find accommodation to meet their needs?
 - 3) How do we ensure a more holistic approach to regeneration in Harlesden, where priorities for physical regeneration are clearly linked to the investment in environmental and social regeneration?
- 1.2. The OBRs were a new approach for the Council bringing in design-led methods to discover new perspectives on challenges, engage a diverse stakeholder group in turning insights into ideas and generate principles and a broader vision for success in each of the three areas. The approach involved data collection, service mapping, interviews with professionals, and community research including ethnographic research and focus groups. Insights from the research were shared with partners at a stakeholder visioning event held on 30th June 2016 to jointly generate ideas of how we could tackle the key challenges and issues people experience in relation to employment, housing and where they live.

- 1.3. A number of ideas were put forward at the visioning day on 30th June 2016 and it was agreed to bring together resources across the three OBRs to take forward the development of a community hub as a prototype for design and testing.
- 1.4. This report outlines the OBR approach and shares the work carried out to develop and trial a community hub model in Harlesden from 31st October – 12th November 2016.

2.0 Recommendation(s)

- 2.1. The Committee is asked to note the progress and next steps for the work on the OBRs and Harlesden Hub prototype.

3.0 Detail

The OBR approach

- 3.1. Brent Council has been running three OBRs, using design-led processes, focusing on employment support and welfare reform, housing for vulnerable people and regeneration. The OBRs set out to:
 - gather rich insights and understand challenges through new perspectives;
 - create something different (new solutions, different relationships and ways of working);
 - build new capabilities in service design processes and innovation capacity; and
 - deliver improved outcomes for Brent residents.Delivering a customer-centred approach was a key component of this work, engaging residents and partners in research, visioning, design and testing.
- 3.2. Using a design-led approach in the areas of employment, housing and regeneration, the team conducted community research including ethnographic research (in-depth study of people in their own environment) and focus groups. During the research, the team spoke with over 250 residents. The 250 people included 51 people at risk of eviction, 142 Harlesden residents, 24 people with mental health problems and 24 carers. The ethnographies put the voices of residents at the centre of our learning, enabling us to listen to their stories, journeys and experiences to better understand challenges from an individual perspective. The OBRs also involved data collection, service mapping and interviews with professionals.
- 3.3. One key area which came out of the research was the difficulty some individuals and professionals face in navigating the system, knowing which organisations to connect with or refer to. Through a stakeholder visioning event and co-design workshops, principles and ideas for new models of resident support were developed. A summary of the ideas generated on the visioning day is included below. In addition to the hub, work is progressing on a number of these in partnership with related services and stakeholder groups.

Table 1: Ideas from Visioning Day 30/06/16

Housing Vulnerable People	Employment Support & Welfare	Regeneration
<ul style="list-style-type: none"> • Improve the assessment process – joining up across different services, but equally importantly, ensuring our assessments respond to people’s ability and motivation to engage, rather than just their statutory (housing, adult social care children’s social care) need • Adapt these assessment processes to better reflect the needs of people coming from institutional settings, particularly prison and hospitals • Build on/accelerate the work Private Housing Services already do to develop our role with private sector landlords, to improve availability and standards in the private rented sector • Commission more short-term accommodation to help flow in the system, but do this with a stronger evidence base of need, and with the right front line resource to so that people can move on to long-term accommodation 	<ul style="list-style-type: none"> • Develop a common outcomes framework (incorporating a needs assessment and technical solution) • Develop a community hub approach for employment and welfare support • Employer engagement 	<ul style="list-style-type: none"> • Maximise job opportunities for local young people from Old Oak development by engaging with employers and schools to ensure there is a match between skills and job opportunities • Work with community groups, faith groups, businesses etc. to develop activities such as a Big Harlesden weekend festival to improve community cohesion/cross-cultural and intergenerational dialogue • Create a local environmental services manager role for hot spots in the borough to integrate local service delivery, improve response times and build relationships • Create a role of Town Centre Manager • Develop initiatives which seek to integrate children from different primary schools to break down barriers and enhance community cohesion from an early age.

Developing a community hub model

3.4. The OBRs provided an opportunity to rapidly develop and test an idea through prototyping. The idea of a community hub was a key theme across the OBRs. The development of a hub prototype was identified as a way to test how we could create well-connected communities, bring together local organisations to work under one roof and to jointly address needs. The community hub prototype in Harlesden was designed to create something different which offered a more localised, personalised and holistic approach.

- 3.5. From the outset it was recognised that the development of a community hub prototype required cross-sector buy in, bringing together residents, partners and other stakeholders and involving them in the design process. This process included a stakeholder design event on 15th September 2016 to agree what could be involved and the resources people were able to commit; and a design week in early October 2016 to form the team, design and build the prototype.
- 3.6. A temporary hub was developed through this co-design process with partners and ran for a two-week period from 31st October to 12th November 2016 in Harlesden. The community hub prototype provided a physical space, based in Tavistock Hall on Harlesden High Street, enabling a range of local organisations to work together with a focus on:
- Developing better connections and new relationships;
 - Offering access to housing, benefits and employment advice;
 - Supporting connections with learning & development and skills & knowledge exchange through a range of activities;
 - Delivering local community regeneration activities; and
 - Promoting healthier lives.
- 3.7. As part of the hub, a London bus was hired and located on the High Street to provide additional space for activities and raise awareness of the hub. The direct presence on the High Street enabled the team to engage residents who may otherwise have not entered the hub.
- 3.8. A core team was established to run the hub with representation from services across the Council, the local community and Brent Community Advice Network (BCAN). Community representatives and a range of services and local organisations participated in the project. This included Housing Benefit and Council Tax Support, Children and Families advice, Crisis Brent, BCAN, Advice 4 Renters, Brent Works, Brent Start, Jobcentre Plus, the Harlesden Neighbourhood Forum, B3, Brent Carers, Brent Mind, CVS Brent, College of North West London, Groundworks, Harlesden Town Team, Harlesden Money Advice, Brent Youth Debates, OPDC, QPR, Brent Anti-Social Behaviour Team, Global Skills Centre, Terrance Higgins Trust, PLIAS, Harlesden Woman's Juice Project, Love London Project and Change, Grow, Live. Local organisations and community groups gave their resources for free.
- 3.9. The key aim of the hub was to put individuals at the centre. Prevention/early intervention work, targeted approaches for people with complex and multiple needs, and support for people in crisis were key elements of the hub. The hub offered a space where residents could interact with each other and form new relationships, as well as accessing the support and advice they need. The flexible space meant that people coming into the hub were able to speak with an adviser, participate in an activity, engage with the exhibition or sit and have a chat and a cup of coffee. Activities included an information session on the Benefits Cap, a coffee morning for people with mental health problems, arts and crafts sessions and a social networking event.

- 3.10. The team working in the hub were able to support residents with a range of needs. The breadth of support provided included advice and support for housing benefit assessment, benefits cap, council tax, emergency shelter, employment, repairs, renting and form filling. Some residents returned to the hub on more than one occasion to receive continuing support with their situation.
- 3.11. The hub also operated beyond the physical space through events, including a community clean-up day, bike maintenance and cycling training for adults.

What did we set out to learn?

- 3.12. The design and testing of a community hub was not about re-inventing what already exists, the focus was on creating something different and bringing together resources, skills and expertise to address local needs. The prototyping of a hub model was a way to develop and test the feasibility of the idea quickly and in a safe and controlled environment. It enabled us to engage a wide range of stakeholders in the process, with a number of local organisations coming forward to participate in the project, and an opportunity to learn, experiment and try something new.
- 3.13. It was acknowledged that it would be difficult to assess the longer-term impact of support provided to residents in a two-week period but there were key areas of learning to focus on:

Learning from the prototype:

- Is there an appetite for a community hub in Harlesden?
- What are we learning about the hub model? Is there anything specific that is working really well? Is there anything specific that could be improved?
- What are we noticing about the space? How are people using it?
- How are organisations working in the space – is this different to how they normally operate?

Developing a longer-term model:

- How do we develop a model that is community led and develops well connected communities?
- How could a hub model help deliver joint assessment of need?
- How could a hub model help build resilience?

Evaluating the hub

- 3.14. A daily tally of footfall was recorded. There was an increase in the number of people using the hub, with a significant increase in footfall in week two. Some days were quieter than others and the weather had an impact, with fewer visitors on wet days. Activities were able to draw people into the hub, with the highest attendance at an information session for residents on the Overall Benefit Cap organised by Crisis Brent. In total during the two-week prototype there were 647 visits to the hub. In week one there were 73 visitors to the hub

and 294 in week two. 115 people were engaged on the bus in week one and 165 in week two.

Figure 1: Hub visits

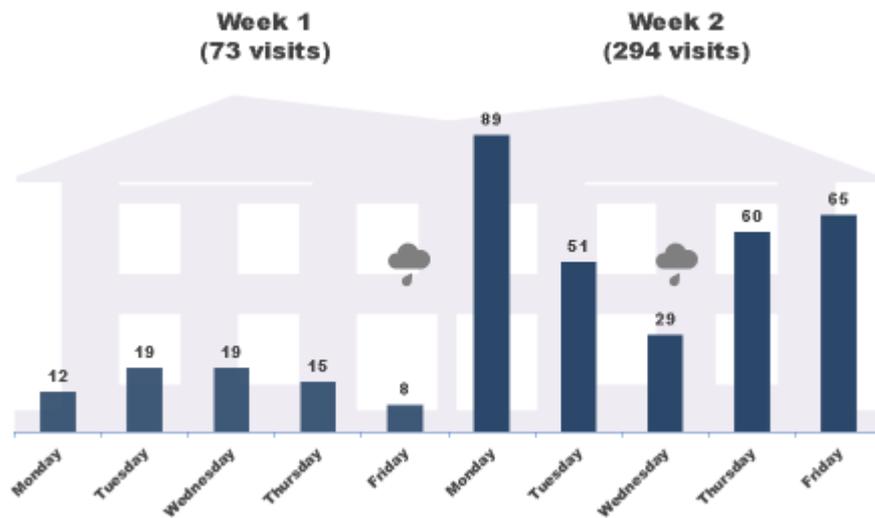
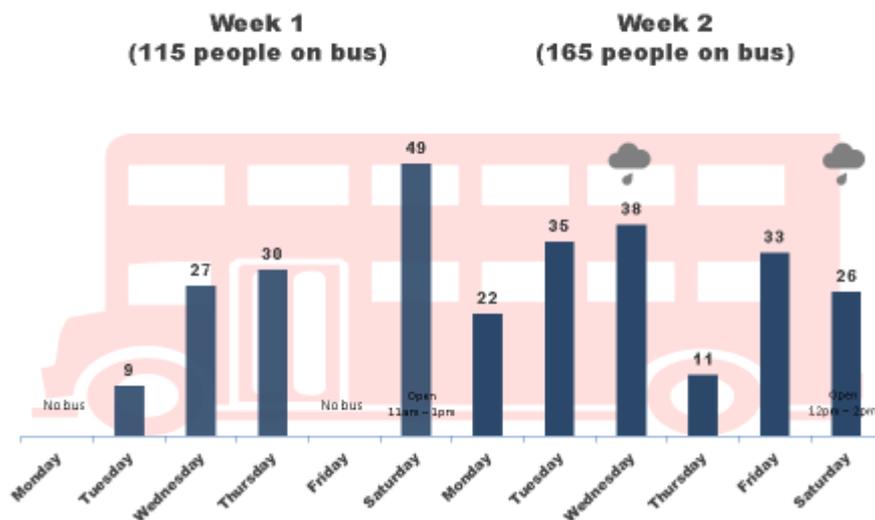


Figure 2: People engaged on the bus



3.15. A full evaluation of the Harlesden hub prototype is currently being carried out. Early lessons from the prototype include:

- Branding and location are key in creating the environment but the complexity of promoting such a broad range of advice and activities within a limited timeframe made publicising the hub challenging. It can also be difficult to convert promotion to visits but the increase in numbers in week two suggests that word of mouth and a visible, physical presence are key factors.
- The benefits of a flexible space to accommodate a range of activities and advice / support should be considered in future design;

- A localised offer and ability to respond to needs, requires a multi-purpose / multi-skilled team who are able to take ownership and problem-solve across a range of needs;
- Both the environment and the approach of the team created a relaxed atmosphere which made people feel comfortable and welcome in the space; and
- The ability for organisations to network and make links was also a key benefit of co-location.

3.16. There were opportunities for residents and partners to share their feedback through a graffiti wall, feedback forms for partners and observations carried out by resident volunteers. Some examples of feedback include:

“Felt empowered by conversations with advisers” (Resident)

“I had a problem with housing...I was happy to leave with the answer” (Resident)

“The space created a sense of community and there seemed a genuine invitation for people to explore concerns, seek advice, make new connections and learn more about the local area” (Resident volunteer observer)

“As the days went by I saw us go from being people with a role in a Hub to a positive, passionate and empowered team wanting to do our best for the residents, the community and learn something on the way.” (Team Hub member)

Next steps

3.17. The evaluation will inform next steps in developing a longer-term sustainable model. This includes a review of feedback from organisations who participated in the hub and residents who visited and a workshop on 22nd November which will gather feedback from partners and provide an opportunity to work together on next steps.

3.18 It is envisaged that we will develop a temporary hub model for Harlesden to allow us to build on the momentum of the prototype and continue to offer a similar service while we develop a longer term solution. We also intend to look at how the model could be adapted and rolled out in other parts of the borough where there is a need for this kind of approach.

Wider outcomes

3.19. There are additional outcomes from the wider OBR process, including:

- An appetite to test new approaches to service design centred around the individual;
- Greater understanding of the issues and challenges facing residents and the things that would support and enable them;

- Development of new working relationships with colleagues, partners and residents involved in the work;
- Service design informed by a set of principles developed with residents, local organisations and partners; and
- New capabilities, skills and expertise in using design methods, tools and techniques.

4.0 Financial Implications

- 4.1. There are no direct requests for funds in this report.
- 4.2. However, section 3.18 refers to a temporary hub model in Harlesden. It is currently anticipated that it would be funded from a combination of existing budgets plus support from partners. The prototype was funded in such a manner. Nonetheless, there is the possibility that external funding from partners would not be available and that this would produce a small budget pressure. Until detailed plans and any additional costs can be confirmed, this risk is difficult to assess.
- 4.3. A business case will be developed for any future community hub model proposals. This is a future item that will need a fuller assessment at the appropriate time.

5.0 Legal Implications

- 5.1. None at this stage although in developing the proposed hub model, Officers are required to have regard to the public sector equality duty detailed in the Equality Act 2010 with a view to eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the said Act; advancing equality of opportunity between people who share a protected characteristic and those who do not; and fostering good relations between people who share a protected characteristic and those who do not.

6.0 Equality Implications

- 6.1. The OBR work sought to engage a wide range of residents in order to gain input from all communities. In developing the hub prototype consideration was given to issues such as accessibility and providing information in key community languages. Equality implications will continue to be considered as part of the development of future models.
- 6.2. It was not possible to track the diversity of visitors to the hub although approximate data on gender and age was collected. It appeared from observation that the hub attracted visitors which represented the key local communities in Harlesden.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1. None at this stage but this will be considered as part of the development of future hub models.

Background Papers

None

Contact Officers

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Director of Performance, Policy and Partnership

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 Brent	<p style="text-align: center;">Equalities Committee 6 December 2016</p> <p style="text-align: center;">Report from the Head of Employment, Skills, and Enterprise</p>
<p>For Information* Wards affected: ALL</p>	
<p style="text-align: center;">Employment, Skills and Enterprise Team: Summary of Available Support for Vulnerable Residents</p>	

1.0 Summary

- 1.1 This report provides a summary of employment and training support commissioned and / or delivered by the Employment, Skills and Enterprise team for vulnerable residents, including those with a disability. There is a growing body of evidence suggesting that paid employment can foster a greater sense of independence, have a positive effect on mental health and personal wellbeing, reduce reliance on traditional support services and reduce reliance on welfare benefits. The Employment, Skills, and Enterprise team hopes to use this evidence base to increase appetite for joint working across council services and other public / voluntary sector organisations.
- 1.2 Across all projects the dominant theme is that of integration and partnership working - ensuring that services work together to maximise their joint impact, collaborating to provide holistic support to vulnerable residents with multiple or complex needs.

2.0 Recommendations

- 2.1 The committee is asked to note the contents of the following report.

3.0 Detail

4.0 Place-based approach

The Employment, Skills, and Enterprise Strategy identifies six priority neighbourhoods where unemployment has remained consistently above borough average over the years. Taking a place-based approach (developing

holistic interventions around a certain geographic area) allows resource to be focused on these priority areas, reducing economic and social exclusion of those who are furthest from the labour market.

4.1 The Living Room

The Living Room is an employment support project based in St Raphael's estate - an area of Brent with particularly high unemployment and economic inactivity rates. 46% of claimants on the estate receive either Employment Support Allowance or Incapacity Benefits indicating a high rate of health issues and disability. The prevalence of mental health issues is supported by anecdotal evidence from front line staff.

The project is led by a core team consisting of staff from the council and Job Centre Plus. It aims to deliver improved employment outcomes by addressing residents' wider concerns, issues, and barriers to work, including health problems. This means drawing on and coordinating support from a wide range of partners – including local VCS organisations, Brent Housing Partnership and the Citizens Advice Bureau – who work towards maximising social integration across a range of different indicators.

The first stages of the independent evaluation shows that job outcomes are consistently above target. Case studies and qualitative data gathering show that the place-based model, which requires significant partnership working to 'hide the wiring' so that interventions work around a person, has been successful in moving people into work or closer to employment via basic skills provision.

Outcomes to date:

Outcome	Target (year to date)	Actual (year to date)
Engagements on programme	105	129
Job Starts	25	39

4.2 Specialist Mental Health provision

The Employment, Skills, and Enterprise team have also just commissioned a specialist organisation, Training Attention, to work alongside the core team to provide engagement, motivation and confidence training to those residents who are furthest from the labour market, have mental health problems and are struggling to engage with the current offer.

Frontline workers at The Living Room identified a need for specialist provision around mental health – noting that many customers lacked the emotional capacity to move forward with job-seeking activity. Following identification of this need for specialist intervention, funding was successfully obtained by bidding for money from the Job Centre's Flexible Support Fund and Training Attention were appointed following a competitive procurement exercise.

Training Attention's staff are all trained to reduce resistance, passivity and conflict while engaging the most disengaged, and in working with adults with

mild/moderate to enduring mental health issues. They also bring training in neuro-diversity (e.g. dyslexia, dyspraxia, ADHD, Autistic Spectrum and other neurological differences) and expertise at supporting those with hidden learning disabilities to access (and stay in) the workplace.

The project aims to deliver the following outcomes over a 12 month contract:

- 100 'starts' on the programme (engagement and confidence/motivation support)
- 22 job outcomes

4.3 Harlesden place-based approach

The Employment, Skills and Enterprise team secured grant funding from Job Centre Plus's Community Budget to further the place-based approach in Harlesden – another priority neighbourhood. The council bid on behalf of CVS organisation Crisis who are leading on the development of this approach in the Harlesden area.

The project aims to deliver the following outcomes over the course of a 12 month contract:

- Starts on the programme: 200
- Job starts: 40

5.0 **Mental Health and Employment**

The recent Outcome Based Review on Employment identified Mental Health as a priority for the following reasons:

- Of the working age population in Brent, 12,500 (5.6%) suffer from depression, learning problems, mental problems and nervous disorders
- Of these 12,500, 32.5% are currently in some form of employment (lower than London - 34.9%)
- The unemployment rate in Brent for these individuals is 8.2% (compared with 7.0% for the overall working age population)
- Unemployed people with mental health needs account for 8.4% of the total unemployment figure in Brent

Whilst there is some existing provision – Troubled Families team works with this cohort, NHS Trusts have employment specialists embedded in care teams – improved partnership working between ASC, health and Employment is key to making progress with this priority group.

5.1 Mental Health Trailblazer

The Trailblazer is a pilot project seeking to integrate mental health and employment support, linking the traditional remit of the CCG with that of councils and Job Centres to provide a bespoke service to job seekers with common mental health problems.

The project is funded and commissioned at sub regional level across West London boroughs by the West London Alliance but will be rolled out differently in each borough according to local needs and existing local services.

The project aims to link two key public sector services:

A) Improved Access to Psychological Therapies (IAPT); a mental health service commissioned by the CCG to support those with low-medium level mental health problems. It focuses on providing evidence-based support for those with anxiety and depression. The service is provided by CNWL in Brent.

B) Job Centre Plus (JCP) who administer out-of-work benefits and are often the first point of contact for people who are unemployed and job-seeking. Claimants of Employment Support Allowance (ESA) will often have disclosed a mental health problem, and will therefore be eligible for the programme.

Because this is a pilot project which seeks to demonstrate to DWP and Treasury whether more intensive and holistic interventions are effective for clients with multiple or complex barriers, the project will operate under a very strict eligibility criteria in order to run a randomised control group concurrently. The randomised control trial will be run by DWP using data collected by the provider from each local borough.

The programme aims to support Brent residents who:

- Have a diagnosed common mental health condition or meet IAPT's own eligibility criteria
- Live in the wards of Tokyngton, Wembley Central, Barnhill or Preston
- Are unemployed and claiming out-of-work benefits (e.g. Job Seekers Allowance or Employment Support Allowance)

The outcomes the programme aims to deliver in Brent are as follows:

- 152 clients engaged on the programme
- 53 clients to gain paid employment (35%)
- 26 sustaining employment for 26 weeks
- 65 people in Randomised Control Group

6.0 Welfare Reform Response

Since the first wave of Welfare Reform, the council has sought to provide a coordinated response to changes in the welfare system including the bedroom tax, overall benefit cap and universal credit. Part of that response includes employment and skills provision.

6.1 Job Brokerage contract

The council's use of Discretionary Housing Payments (DHP) to fund employment support programmes is regarded as an example of innovation and best practice by other West London authorities and by Job Centre Plus. The programme seeks to ensure residents who are affected by the Overall

Benefit Cap can retain their tenancies and ultimately move into sustained employment, thus becoming exempt from the cap.

Residents who engage with the programme (delivered currently by Reed in Partnership) receive a payment (also funded by DHP) to cover the cost of their rent shortfall until they either find a job, or disengage with the project.

Outcomes	Number to date
Engaged on the programme	65
Job starts	11

6.2 Brent Start Welfare Reform courses

In anticipation of the introduction of Universal Credit (UC), Brent Start have developed a course specifically designed to assist effected residents adjust to the changes in how they access their benefits. This course was designed with vulnerable residents in mind, trying to minimise the risk of financial exclusion under UC by ensuring residents have the requisite computer skills and infrastructure around them to access their benefits once UC begins to roll out in Brent.

7.0 **Learning Difficulties and Disabilities (LLDD)**

The employment rate for individuals with a learning difficulty in Brent is 2%, well below the London average of 7%. Evidence from service mapping, benchmarking and consultation suggests that people with learning disabilities find it difficult to compete with people without those disabilities for mainstream job vacancies, even when they have received extensive support in CV-writing, interview technique and vocational training. Therefore, bespoke support is needed to engage with employers to create bespoke vacancies through extracting appropriate roles and responsibilities from existing job descriptions.

7.1 Brent Works LD contract

The Employment, Skills and Enterprise team have used New Homes Bonus funding to commission specialist employment support for those with learning disabilities after this was identified as a priority for Adult Social Care colleagues.

Following a procurement exercise, Royal Mencap Society have been appointed to deliver a job/apprenticeship brokerage service for this particular cohort, working alongside Brent Works to ensure a coordinated approach to employer engagement. Staff from Mencap will co-locate in the Civic Centre, receiving referrals from the Learning Disabilities team in Adult Social Care as well as linking to Brent Start's courses designed for this particular cohort (see 7.2 below).

The programme aims to deliver the following outcomes over the course of a 12 month contract:

- 50 engagements on the project
- 15 job starts

7.2 Brent Start courses for learners with learning difficulties or disabilities

Brent Start offers four different programs aimed at learners with a learning difficulty or disability. These courses run for the duration of the academic year and are all delivered from the Stonebridge Centre (NW10). At the time of writing, there are 25 learners accessing one or more of the four programmes.

The courses currently available are as follows:

Course	Learner numbers*
Café and Enterprise	6
Café Project	6
Skills for Work	15
Towards Employment	9

*Note: a learner may be enrolled on multiple courses

8.0 **Care Leavers**

The council owes a duty of care as corporate parent to those residents in care; supporting Care Leavers into employment education and training remains a priority as outcomes for this group lag behind those of their peers.

8.1 WLA Care Leavers project

The Care Leavers employment pilot was commissioned by the West London Alliance, using funding from Brent, Ealing and Hounslow in addition to Job Centre Plus Flexible Support Fund monies.

The programme, delivered by Future Paths, provides bespoke employment support to individuals identified through the council's Leaving Care team. In Brent, Future Paths are co-located in the Civic Centre and work together with the Care Leavers team and a dedicated worker from Job Centre Plus to source customers and move them closer to work whilst addressing wider barriers.

The project aims to deliver the following outcomes over the course of a 12 month contract:

- 40 clients engaged onto the programme across Brent and Harrow (priority to go to Brent)
- 16 job outcomes
- 7 sustainments at 13 weeks
- 3 sustainments at 26 weeks

To date, the project has successfully engaged 29 people from Brent, and supported 3 Care Leavers into paid employment.

9.0 Financial Implications

9.1 Across all the programmes detailed above, the intention is that by providing holistic support with employment as an end-goal, demand on future services will be reduced as people's financial/economic status improves, saving money to the public purse via early interventions and access to employment/training.

10.0 Legal Implications

10.1 n/a

11.0 Diversity Implications

11.1 This report outlines a number of projects aimed at supporting diverse groups, including those with protected characteristics under the Equalities Act 2010.

12.0 Staffing/Accommodation Implications (if appropriate)

12.1 n/a

Background Papers

n/a

Contact Officers

MATTHEW DIBBEN
Head of Employment, Skills and Enterprise

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 <p>Brent</p>	<p>Equalities Committee 6 December 2016</p> <p>Report from the Operational Director, Human Resources & Organisational Development</p>
<p>Wards affected: ALL</p>	
<p>Task and Finish Group Progress Report: Eastern European Communities living in Brent</p>	

1.0 Summary

- 1.1 This cross-Council group has been established to look at the socio-economic barriers and challenges experienced by the Eastern European communities living in Brent and make recommendations to address these. The scope of the group does not cover rough sleepers, overcrowding and anti-social behaviour because these themes are either within the scope of other forums or will be considered as separate work streams.
- 1.2 The core membership of the group consists of representatives from the Equality team, Partnerships and Engagement, Customer Services, Housing Needs, Public Protection, Private Sector Licensing, Employment, Skills and Enterprise. The group also engaged with organisations working with Eastern European residents to obtain a community perspective. The next stage is to engage with these organisations in community outreach work and activities listed in section four of this report.

2.0 Recommendation

- 2.1 The Equalities Committee is asked to note and comment on the findings and proposals outlined in the report.

3.0 Detail

Anecdotal evidence

- 3.1 The two largest Eastern European groups in Brent are Polish and Romanian. The Polish community is on the whole quite well settled and has an established support network in Brent. Unlike the Polish community, the Romanian community does not have access to an established support network. The majority of the Romanians in Brent are single men and/or economic migrants who are financially supporting their families back in Romania. Some of them are coming to Brent to do seasonal casual work, they are not interested in

interacting with Council's and NHS services and often do not have National Insurance numbers. They often sleep rough and/or in overcrowded conditions, their health needs are often unmet. There has also been an increase in female sex workers from Eastern Europe who are often subject to abuse and violence and who also experience health inequalities.

- 3.2 In terms of geographical spread, it is known that there are high concentrations of Eastern European groups in Neasden, Harlesden and Wembley, for example.
- 3.3 A summary of the information provided by different services who are interacting with these communities is available in **Appendix 1**.

Summary of key findings

- 3.4 A summary of the key findings obtained to help inform the work of the task and finish groups is outlined below:

Children's Centres

- The number of Eastern European children in children's centres between 2011 and 2014 increased by 43 per cent from 2,325 children in 2011 to 3,338 in 2014; the number of children in children's centres over the same time period increased by seven per cent (from 37,487 in 2011 to 40,131 in 2014).
- Eastern European children make up eight per cent (3,338) of all children (40,131) using children's centres. The great majority (2,826) of Eastern European children in children's centres are with unspecified nationality.
- Of those Eastern European children whose nationality is known, Albanian and Kosovan are the largest Eastern European groups using children's centres, with 226 and 197 children respectively.

Languages spoken in schools

- In secondary schools three per cent of the population (500 pupils) speak Romanian as a first language and in primary schools four per cent of the population (1,164 pupils) speak Romanian as a first language. This suggests an increase in the Romanian population.
- In secondary schools two per cent of the population (384 pupils) speak Polish as a first language; this doubles to four per cent (1,000 pupils) for primary students, showing this population is growing rapidly.

Adult social care users

- 1.3 per cent (75 individuals) of Adult social care (ASC) users are Eastern European.
- Eastern European ASC users are mostly aged 18-24 (58 individuals or 77 per cent) compared to 20 per cent of all ASC users (1,214 individuals).
- 11 percent (eight) Eastern European ASC users are aged 65 and over compared to 53 per cent of all ASC users (3,121 individuals).
- 73 per cent (55 individuals) of Eastern European ASC users are male, compared to 46 per cent (1,207 individuals) of all ASC users.

Employment and Skills

- The third largest group, not including British, to access employment and skills services are Eastern European with 193 people (seven per cent).
- Of this group, 82 learners (42 per cent) are Polish; 65 learners (34 per cent) are Romanian, and 46 (24 per cent) are from other Eastern European nationalities.

Homelessness referrals (Start Plus)

- Referrals to start plus of White Other people vary from quarter to quarter between seven per cent (23 out of 311) and 12 per cent (33 out of 277) of all people referred. This variation seems random, with seven per cent in Q2 and Q4 of 2014, and 12 per cent in Q2 of 2013 and Q3 of 2014.
- There is no geographic pattern of homeless referrals of the White Other population.

Rough Sleepers

- According to the latest count of rough sleepers carried on 25 November 2016, the number of rough sleepers in Brent is 24. This is a significant reduction from last year when the number of rough sleepers was 64.
- Romanian and Polish are the two largest groups of rough sleepers in Brent.

4. Recommendations

4.1 Hold a round table discussion on 30 November with organisations working with Eastern European communities living in Brent with the aim to:

- get a better understanding of the people they work with, their needs, concerns and priorities
- map out the services provided, identify potential duplications and gaps, and
- provide them with information about support / funding available via the Council and CVS.

4.2 In partnership with Volunteering Brent, Community and Voluntary Sector and other local organisations provide support and training to capacity build the voluntary organisations/charities working with local Eastern European communities. Additionally support the recruitment and training of Brent staff and other volunteers.

Note: Some of these volunteers to provide support to customers visiting Brent Customer Services Centre and/or to other front-line services.

4.3 In partnership with organisations working with Eastern European communities in Brent hold at least two local drop-in information sessions in local churches, cafes and community hubs across a wide range of themes including: residence rights, employment rights, employability, personal & social skills, housing, health and wellbeing (e.g. Drugs and Alcohol, Smoking Cessation, Mental Health).

4.4 Hold an Open Door event for Eastern European communities to provide information on relevant Council services and services provided by local organisations.

4.5 Work with Advice4Renters to offer tailored information, advice and assistance for Eastern European residents.

Note: A signposting leaflet to be produced that the Private Sector Licensing can hand out when coming into contact with Eastern European residents.

4.6 Carry out an ethnographic research to inform the outreach work and the other work streams of the Task & Finish group.

5.0 Financial Implications

5.1 The proposed recommendations will have some cost implications but these will be covered as part of the allocated budget for the outreach work with Eastern European communities based on evidenced need.

6.0 Legal Implications

6.1 There are no legal implications directly arising from this report.

7.0 Equality Implications

7.1 There are no equality implications directly arising from this report.

8.0 Staffing/Accommodation Implications (if appropriate)

8.1 There are not staffing/accommodation implications directly arising from this report.

Background papers

None

Contact Officers

Andreyana Ivanova, Head of Equality

Genevieve George, Partnerships and Engagement Manager

Appendix 1

Customer services

The majority of Eastern European service users are Polish and most of them are well settled, can communicate in English and access relevant services. Romanian communities cannot communicate as effectively and do not have the network support to signpost them to or help them access services. Engaging volunteers from the community is an effective way of communicating with them and overcoming issues around lack of trust.

Employment and Skills

The service is aware of four Romanian organisations within the borough but these are not well established and do not have sufficient knowledge to signpost or effectively support their communities. Employment and Skills have come into contact with about 40 Romanians, the majority of whom were Roma. However, they couldn't provide them with ESOL training as these residents did not have National Insurance numbers. It would be helpful if Employment and Skills and other front-line officers are trained to provide relevant information and signpost people when they are in contact with these groups.

Community Safety

There are reports from residents of anti-social behaviour from members of the Romanian, Polish and Hungarian communities, such as smoking and drinking. The Roma community tend to look for casual labour and as such, not all of them are interested in having an NI number or accessing Council services. They are often economic migrants and tend to work seasonally. There are mostly single working age men or men who came in Brent to earn some money to send back to their families. There are certain coach companies that bring them in Brent.

Housing Needs, Care and Support

The majority of the Roma community are economic migrants and are not interested in registering for NI numbers. They work for a few months and then return home. These communities are also transient, travelling from one area to another. Between 40 and 50 per cent are rough sleepers and the rest of them live in severely overcrowded conditions. Brent came second highest in London for rough sleepers.

Private Sector Licensing

Eastern European groups are over-represented in the overcrowding cases Private sector enforcement deals with. Residents often report anti-social behaviour by Eastern European communities. There have also been a number of cases of Romanians being unlawfully displaced or evicted by their landlords even though they had tenancy agreements.

The communities need to be signposted and provided with advice and information. It would be helpful officers have a signposting leaflet to hand out when coming into contact with these communities.

Policy and Engagement

It would be useful to build on the initiatives and services already in place via the voluntary sector and CVS Brent's contract. Community groups are able to access funding and support and learn more about capacity building via CVS Brent's contract. Currently, there is some funding allocated to emerging communities which can be used for initiatives such as engagement work, information and advice, education activities targeted at these communities, capacity building for the networks and organisations supporting these groups.

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 <p>Brent</p>	<p>Equalities Committee 6 December 2016</p> <p>Report from the Operational Director, Human Resources & Organisational Development</p>
<p>Wards affected: ALL</p>	
<p>Task and Finish Group Progress Report: Overcrowding and BAME Households</p>	

1.0 Summary

- 1.1 This group has been established to consider the scale and impact of overcrowding affecting Black, Asian and Minority Ethnic (BAME) households and to identify actions to address the problem. The work has been prompted by the findings of the latest report by the Runnymede Trust and other studies that evidence the disproportionate representation of BAME groups among overcrowded households across tenures. The recommendations of the working group will feed into the review of the Council's Housing Strategy.

2.0 Recommendation

- 2.1 The Equalities Committee is asked to note and comment on the findings and proposals outlined in the report.

3.0 Detail

National picture

- 3.1 The primary data of overcrowding comes from the Census and is measured by the bedroom standard¹. Census data is a snapshot that becomes increasingly out of date, especially in areas of high housing churn like London, and does not distinguish between "basic" and "severe" overcrowding. However, there is no other reliable and regular measure of the extent of overcrowding at the national, London or borough levels.

¹ The data in this report uses the bedroom standard as an indicator of occupancy. A standard number of bedrooms is allocated to each household in accordance with its composition by age/sex/marital status and the relationship of the members to one another. A separate bedroom is allocated to each married or cohabiting couple, any other person aged 21 or over, each pair of adolescents aged 10 - 20 of the same sex, and each pair of children under 10. Any unpaired person aged 10 - 20 is paired, if possible with a child under 10 of the same sex, or, if that is not possible, he or she is given a separate bedroom, as is any unpaired child under 10. This standard is then compared with the actual number of bedrooms (including bed-sitters) available for the sole use of the household. Bedrooms converted to other uses are not counted as available unless they have been denoted as bedrooms by the informants; bedrooms not actually in use are counted unless uninhabitable.

- 3.2 ONS analysis shows that overcrowding is most common among social and private rented households although the composition of households that are most affected varies between sectors: 79 per cent of social rented households have children compared to 56 per cent in the private rented sector (PRS). One-person households with dependent children are the most common household type in the social sector at 32 per cent, while 'other households' without dependent children are most common in the PRS at 39 per cent.
- 3.3 A 2013 study by the Race Equality Foundation found that overcrowding is most common among Black African and Bangladeshi groups, with over a third of households overcrowded. Bangladeshi households are 63 per cent and Black African households 75 per cent more likely than White British households to suffer 'housing deprivation' (an indicator in the Index of Multiple Deprivation including overcrowding and other measures).
- 3.4 The latest Runnymede Trust examined the changes in overcrowding in London between 2001 and 2011 Census and reported that half of the communities saw little or no change (+/- 1 per cent) in overcrowding. The White Other group had the largest increase in overcrowding, a rise of 6.6 per cent. The White Irish group had the lowest levels of housing inequality (-1 per cent), followed by Black Caribbean and Indian groups (-8.1 per cent and -8.6 per cent, respectively). While the Black African and Bangladeshi residents experienced the biggest fall in overcrowding levels in relative terms, an improvement of +3.0 per cent and +4.5 per cent respectively, they continue to experience the highest levels of overcrowding in London, where around two in five Black African (40 per cent) and Bangladeshi (36 per cent) residents live in overcrowded housing.
- 3.5 Income and poverty are important factors, particularly for certain ethnic minority groups who are more likely to be unemployed and/or live on low incomes. Some of these groups are also more likely to live in extended households and in private rented properties due to tenure shift towards PRS and scarcity of affordable housing. The position for larger families in particular has been exacerbated by the Overall Benefit Cap and Local Housing Allowance limits. There is also a growing level of overcrowding among "other" household types, mainly groups of unrelated individuals sharing accommodation and rental costs in order to reduce their cost of living. Some of these households live in very poor conditions and can sometimes be victims of rogue landlords.
- 3.6 It is also worth noting the contrasting levels of under-occupation. The data highlights considerable ethnic differences in whether a household has spare rooms. The proportion of households with at least one 'spare' bedroom varies from a third of the Arab, Bangladeshi and African ethnic groups to more than half of the White British and White Irish ethnic groups. Almost one third of White British and White Irish households (28 per cent), 11 per cent of Bangladeshis and 9 per cent of Black Africans have two or more spare bedrooms.

Local context

- 3.7 Census data showed that while there has been a small reduction in overcrowding between 2001 and 2011 Census, in 2011 Brent still had the second highest level of overcrowding in England. On this basis, 17.7 per cent of households had an occupancy rating of -1 or worse; that is, lacking one or more bedrooms.
- 3.8 Data at the local level is limited or anecdotal, particularly in relation to the private rented sector, and should be treated with caution. We know, for example, that Eastern European groups are over-represented in the overcrowding cases Private sector enforcement deals with but currently do not have strong evidence.
- 3.9 In order to inform its recommendations, the working group has looked at the available social housing stock and leasehold data and the diversity and socio-economic profile of Council's tenants and leaseholders.
- 3.10 A summary of the findings is outlined below:
- The Council's housing stock comprises 11,957 units of which 7,714 are tenanted and 3,699 are leasehold. The remainder are a mixture of miscellaneous units such as shared ownership.
 - Council homes are primarily flatted estates with 1 or 2 bedrooms. Flats are heavily concentrated in the South East of the borough. Houses tend to be 3 or more bedrooms and are spread more evenly across the borough.
 - The average number of people per household in Council owned properties is 3.3 compared to 4.8 in leasehold properties.
 - Leasehold properties tend to be more overcrowded than Council owned properties (with respectively -3 and -1.3 bedrooms on average).
 - Of leasehold properties:
 - 60 per cent (2,223 in total) have more than one person per bedroom
 - 26 per cent (847 in total) have a deficit of -5 or less bedrooms for the number of people living at the property
 - 14 per cent are under occupied (443 in total) - most of these (361) have one extra bedroom
 - It is estimated that over 960 leasehold properties are also let to private tenants and data for just over half of these properties suggests a beds to person ratio of -5.9, suggesting higher levels of overcrowding among this group.
 - When looking at the Council's tenants' and leaseholders' diversity and socio-economic profile:
 - 67 per cent of tenants are non-white, which is slightly higher than the proportion of Brent non-White population as a whole (65 per cent). There is a significantly higher proportion of black tenants and lower proportion of Asian tenants when compared to Brent's population as a whole.

- Based on the ethnicity of the Household Reference Person (HRP), Brent had the third highest percentage of households with a HRP from an Asian ethnic group in England and Wales (6.4 per cent) and the second highest percentage (3.8 per cent) with a HRP from a White ethnic group other than British.
- The religious profile tends to reflect the ethnicity of tenants, with a higher proportion of Christianity and notably lower proportion of Hinduism. There are slightly more Muslims amongst the tenant base but this is not marked – 23 per cent compared to 20 per cent in the Borough.
- The two biggest age groups in the tenant profile are 40-49 and 50-59 year olds but over one third (34 per cent) of tenants are over 60 years old.
- 59 per cent of tenants are women which means that female tenants are slightly over-represented in the tenants' profile compared to the Borough average, particularly in 30-60 age groups where women outnumber men by almost half as many.
- 31 per cent of employees living in Brent are low paid, the second highest of any London borough and ten percentage points higher than average. ONS data at the end of 2015 showed that the median salary of a Brent resident is £25,203.
- 84 per cent of tenants and 43 per cent of leaseholders claim Housing Benefit.

Brent's Housing Strategy in the wider London and national context

- 3.11 The Housing Strategy 2014-19 set the following targets, within the overall objective of 5,000 new affordable homes by 2019:
- To ensure that at least 35 per cent of new general needs affordable rented housing is three bedroom or larger.
 - To halve severe overcrowding in the social housing sector by 2019.
- 3.12 Of the 707 affordable homes delivered in 2014/15, 31.3 per cent were three bedroom or larger but this is likely to represent a high point. Expectations for 2015/16 are much lower and this is also likely to be the case for future years given the government's emphasis on owner occupation and the pressure from developers to reduce the proportion of affordable housing on viability grounds. The housing strategy review is considering options to bridge the supply gap.
- 3.13 Local allocation policy also impacts on ability to address overcrowding since an increase in the proportion of lets to homeless households has reduced capacity elsewhere, at least in the short term, although this proportion has been reduced to 70 per cent in the current year. The Allocation Scheme also prioritises households lacking two or more bedrooms but does not give high priority to households lacking one bedroom.
- 3.14 The London Assembly Planning and Housing Committee published *Crowded Houses* in 2011. The central premise of the report is that building one 6 bedroom home for an overcrowded family, and moving other overcrowded families into larger vacant homes created further down the 'chain', could solve the overcrowding problems of 36 Londoners, with the added effect of taking one or two people off the waiting list, or out of temporary accommodation. The report also supports wider use of chain lettings in conjunction with this.

- 3.15 The report also recommends better data collection by local authorities, a change to the Mayor's housing targets to reflect the number of bedrooms provided, rather than the number of units and an increase in the target for larger homes, including a target for four bedroom properties.
- 3.16 The argument for building larger homes is simplistic but compelling, although it is not yet clear how the Mayor's next programme will work or how his targets will be set. In this context, the best option may be to consider how far the Council's own development and acquisitions programme can be steered towards larger homes.
- 3.17 The London Overcrowding Board published a report in 2013, focused on increasing the options on offer to overcrowded households. Among these are a proposed roll-out of the InComE model developed by Shepherd's Bush Housing Group, which provides a two year social tenancy and intensive support to young people from overcrowded households in social housing who are not in education, employment or training.
- 3.18 The report also highlights the Choice Based Mobility scheme, providing opportunities for older under-occupiers in social housing who wish to move to sheltered housing in other parts of the country. Finally, the report recommends programmes to extend and de-convert social rented homes.
- 3.19 The review of the Housing Strategy 2014-19 provides an opportunity to consider the Council's approach to overcrowding in the context of the wider issues outlined above. The working group findings and recommendations will be incorporated as the review proceeds.
- 3.20 The first priority should be to capture any additional data, quantitative or qualitative, to obtain a more complete picture. This will include:
- Analysis of current applications from overcrowded households and of tenanted leaseholder properties;
 - Analysis of relevant enforcement action in the PRS;
 - Seeking information from Registered Providers;
 - Seeking views and data from voluntary agencies working in the PRS;
 - Seeking views from other council departments or external partners where overcrowding is a factor affecting their work.

4. Recommendations

- 4.1 The programme of acquisitions in the private sector should include a proportion of larger homes of four bedrooms and above.
- 4.2 The Council should consider opportunities to extend or de-convert – for example by returning street properties to single family use – properties in the HRA stock when they become void and encourage RPs to take a similar approach.

- 4.3 Private sector enforcement should continue to focus on making properties fit for the number of occupants rather than reducing the number of tenants.
- 4.4 The Council should assess the opportunities for and impact of chain lettings, building on work already underway to increase the number of transfers within the council stock and target a proportion of such lettings specifically at overcrowded households. Alongside this, the current incentive package for under-occupiers should be reviewed to assess how it can be made more attractive.
- 4.5 The Council should identify opportunities for increased provision for single people currently forming part of overcrowded households, including short-life uses within regeneration areas, use of fixed-term tenancies and access to advice and assistance in securing accommodation in the private sector.
- 4.6 The Council should assess the options for introducing a licensing scheme for leasehold properties within the HRA that are let in the private sector.
- 4.7 While recognising that addressing homelessness pressures and reducing temporary accommodation use are overriding priorities, the Council should keep policy in this area under regular review and identify opportunities to give additional priority to overcrowded households as they arise (e.g. via participation in London wide schemes and/or the development of a local ethical lettings service).

5.0 Financial Implications

- 5.1 There are no financial implications directly arising from this report.

6.0 Legal Implications

- 6.1 There are no legal implications directly arising from this report.

7.0 Equality Implications

- 7.1 There are no equality implications directly arising from this report.

8.0 Staffing/Accommodation Implications (if appropriate)

- 8.1 There are not staffing/accommodation implications directly arising from this report.

Background papers

None

Contact Officers

Tony Hirsch, Strategy and Policy Manager, Housing Partnerships Service

Andreyana Ivanova, Head of Equality

 Brent	<p style="text-align: center;">Equalities Committee 6 December 2016</p> <p style="text-align: center;">Report from the Director of Human Resources and Organisational Development</p>
Wards affected: ALL	
2015-16 Gender Pay Gap Audit	

1.0 Summary

- 1.1 The Equality Act 2010 incorporates a power to introduce regulations requiring employers with at least 250 employees to publish information for the purpose of showing whether there is a difference in pay between male and female employees. Section 78 of the Act was not implemented at the time. Instead, since 2011, the government has encouraged businesses to report this information voluntarily.
- 1.2 The government recently consulted on introducing mandatory Gender Pay Gap reporting regulations under Section 78. Subject to the consultation findings and the approval of Parliament, the regulations will come into force on the earliest relevant common commencement date, although employers will not be expected to publish the required information immediately.
- 1.3 Currently there is no legal requirement to report on this information but the Council has been carrying out annual Gender Pay Gap audits over the past couple of years. This report outlines the key findings from the 2015-16 Gender Pay Gap audit.

2.0 Recommendations

- 2.1 The Equalities Committee is asked to note and comment on the findings and proposals outlined in the report.

3.0 Detail

Scope

- 3.1** The Gender Pay Gap audit is only concerned with equal pay for equal work. It does not directly address other aspects of employment equality, such as issues around the representation of women at different levels of the workforce, which are addressed through [Brent Council's Annual Workforce Equalities Report](#).
- 3.2** This report looks at gender pay differences within Brent Council's non-schools workforce. The main focus is on systemic pay inequalities between men and women rather than pay differences between individuals. Pay grade is used as an indicator of work of equal value, as determined by the Greater London Provincial Council (GLPC) or HAY job evaluation scheme
- 3.3** The 2015-16 Gender Pay Gap report looks at gender pay differences for all 2062 Brent Council employees. It is based on the following primary data taken from the HR database on 31 March 2016:
- the number of men and women in each pay grade
 - the median average basic pay for men and women in each pay grade
 - the gender pay gap for all employees and for full-time and part-time employees
 - the gender pay gap within each pay grade for all employees and for full-time and part-time employees
 - the average length of service broken down by gender within each pay grade.

Defining pay gaps

- 3.4** A gender pay gap of less than +/- five percent is considered to be acceptable as defined by the Equality and Human Rights Commission's Equal Pay Toolkit (reflecting the level of variation and statistical error). All gender pay gaps of three percent or more are subject to further analysis to identify the main causes and contributory factors of any pay differences.
- 3.5** A positive pay gap indicates that men are paid more, a negative pay gap indicates that women are paid more.

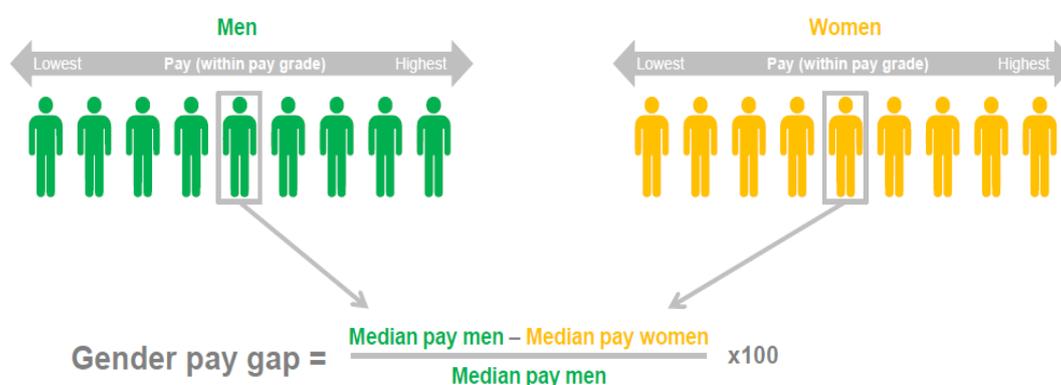


Analysing pay gaps

- 3.6** Significant pay gaps can often be explained by length of service, market factors, pay protection and/or progression.
- 3.7** Large pay gaps identified within small groups of employees must be interpreted with caution because adding or removing one individual can significantly change the pay gap.

Methodology

- 3.8 Currently there is no clearly outlined methodology of how we should report on gender pay gaps, beyond the application of median average as the recommended method of finding the gender pay gap.
- 3.9 To determine if there is a gender pay gap, a comparison is made between the median average basic annual pay (pro rata) of men and women.
- 3.10 The **median** is the numerical value which splits the top 50 per cent of the population from the bottom 50 per cent. It shows the midpoint in all employees' basic annual earnings of pay so half of employees will earn a rate above the midpoint and half will earn a rate below the midpoint.
- 3.11 The **overall gender pay gap** is defined as the difference between the median basic annual earnings of men and women expressed as a percentage of the median basic annual earnings of men.



Calculating the overall gender pay gap for 2015-16

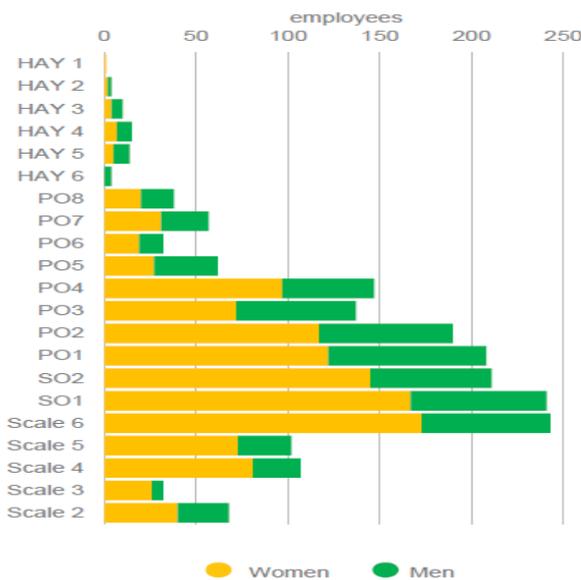
- 3.12 The overall gender pay gap is a high-level unweighted indicator of women's and men's relative earning power and is significantly higher than the in-grade pay gaps because of the occupational segregation and the fact that women are disproportionately represented in lower paid jobs.
- 3.13 The 2015-16 Gender Pay Gap audit identified that the Council's overall gender pay gap was 6.8 per cent meaning that on average women in the organisation earned 6.8 per cent less than men. The gender pay gap remained unchanged since 2014-15 when the overall gender pay gap was also 6.8 per cent.
- 3.14 In 2015, the UK's gender pay gap for all employees was 19.2 per cent. This is the official figure used by the Office for National Statistics (ONS), meaning that on average women earned around 19.2 per cent less than men. Based on the ONS Annual Survey of Hours and Earnings (2015), the national public sector gender pay gap is 11.4 per cent.
- 3.15 While Brent Council's gender pay gap is significantly lower than the national and sector specific gender pay gaps, it is a little higher than the Equality and Human Rights Commission Gender Pay Gap indicative figure of +/- five per cent (reflecting the level of variation and statistical error).

3.16 The majority of the Local Authorities have not reported consistently on their overall gender pay gaps and are waiting for Section 78 of the Equality Act 2010 to be enacted. Until then employers who choose to proactively publish their gender pay gap are free to present this data in any form they wish.

Calculating the overall proportional pay gap for 2015-16

3.17 The proportional gender pay gap is where the median of basic pay for men and women has been weighted to account for the different number of male and female employees at different grades. More weight is given to those grades with greater numbers of employees. This methodology was used in the 2014-15 Gender Pay Gap audit and for comparison purposes we have used the same methodology this year.

Table 1 below illustrates the workforce distribution across the grades by gender:



3.18 The proportional pay gap is calculated by combining the **pay gap for each grade**, weighted according to the **proportion of women in the organisation** who work at that grade.

For each grade we calculate the overall proportional pay gap in the following way:

$$\text{Proportional pay gap} = \frac{\text{Women at this grade}}{\text{Women in organisation}} \times \text{pay gap at this grade}$$

Then we add together all proportional pay gaps to find the **overall proportional pay gap**.

3.19 We use this method of calculating the proportional pay gap because, as illustrated above, the number of employees at different grades varies and therefore more weight is given to those with greater numbers of employees.

3.20 When the weighting is applied, the overall proportional gender pay gap is **-0.42** per cent, which means the median pay for women is slightly higher than the median for men. This falls well within the range of acceptability as defined by the Equality and Human Rights Commission. In comparison, the 2014-15 Gender Pay Gap audit identified a pay gap of 0.08 percent following the same methodology.

Limitations of the single figure pay gap reporting

3.21 The single figure pay gap is the difference between the remuneration of men and women across a whole organisation and allows a comparison between different employers. However, as a standalone figure it does not provide sufficient insight into the underlying causes of the gender pay gap. Employers are therefore encouraged to use a range of methodologies to calculate the gender pay gap – it can be shown in different ways, and each version tells us something different about the reasons for the overall gender gap in an organisation.

3.22 Even though it is the simplest figure to calculate, it is not sufficiently informative when used in isolation from other information and data:

- It makes it harder for employers to expose where pay inequalities lie, put the data into context and communicate a relevant narrative;
- It oversimplifies gender inequality within organisations, since it combines multiple causal factors, which are individually complex;
- It can fluctuate more sharply, for example as a result of big restructures or significant changes in service delivery.

3.23 A more granular pay gap figure for each pay grade is therefore essential to drive actions that tackle disparity in remuneration. This enables employers to identify gaps between women and men doing work at the same level in an organisational hierarchy, thereby mitigating the risk of any potential unlawful pay inequality.

3.24 Pay grade gaps tend to be smaller than the overall pay gap, because the effects of vertical occupational segregation – that is, women and men concentrated at different ends of the hierarchy – are removed. This enables employers to build a more sophisticated narrative about the gender pay gap and focus their efforts on structural changes.

In-grade pay gaps

3.25 A comparison of pay between men and women within GLPC pay grades (where equal value has been established through the GLPC job evaluation scheme) shows that in-grade gender pay differences are rare and fall within a range of acceptability.

3.26 A comparison of pay between men and women within HAY pay grades shows that in-grade gender pay differences occur more frequently, but these can partly be attributed to differences in average length of service for men and women within the pay grade. Large pay gaps at higher grades are also significantly affected by the small numbers of individuals at those grades.

3.27 There is no gender pay gap within 15 of 21 pay grades. Where pay gaps do occur, these are analysed in the body of the report and are mostly likely to occur due to discrepancies in length of service.

Table 2 is a snapshot of the in-grade pay gaps for 2015-16 and 2014-15:

Grade	Women		Men		Gap (£)	Gap (%)	2014-15 Gap (%)	Proportion of organisation's women at grade	Proportional pay gap	2014-15 Proportional pay gap
	Count	Salary	Count	Salary						
HAY 1	1	£193,071	-	-	-	-	-	0.1%	0.00%	-
HAY 2	2	£146,485	2	£146,485	£0	0%	-	0.2%	0.00%	-
HAY 3	4	£108,456	6	£117,956	£9,500	8%	0%	0.3%	0.03%	0.00
HAY 4	7	£76,702	8	£80,884	£4,182	5%	10%	0.6%	0.03%	0.03
HAY 5	5	£69,310	9	£69,310	£0	0%	-4%	0.4%	0.00%	-0.03
HAY 6	-	-	4	£59,131	-	-	4%	0.0%	0.00%	0.01
PO8	20	£54,893	18	£55,383	£490	1%	3%	1.6%	0.01%	0.03
PO7	31	£50,451	26	£50,451	£0	0%	0%	2.5%	0.00%	0.00
PO6	19	£48,477	13	£48,477	£0	0%	2%	1.5%	0.00%	0.05
PO5	27	£44,766	35	£45,690	£924	2%	0%	2.2%	0.04%	0.00
PO4	97	£42,951	50	£42,951	£0	0%	0%	7.9%	0.00%	0.00
PO3	72	£39,297	65	£39,297	£0	0%	0%	5.9%	0.00%	0.00
PO2	117	£36,558	73	£36,558	£0	0%	0%	9.5%	0.00%	0.00
PO1	122	£33,660	86	£33,660	£0	0%	0%	9.9%	0.00%	0.00
SO2	145	£31,368	66	£31,368	£0	0%	0%	11.8%	0.00%	0.00
SO1	167	£28,935	74	£28,935	£0	0%	0%	13.6%	0.00%	0.00
Scale 6	173	£26,277	70	£26,277	£0	0%	0%	14.1%	0.00%	0.00
Scale 5	73	£23,334	29	£22,659	£675	-3%	0%	5.9%	-0.18%	0.00
Scale 4	81	£21,552	26	£21,552	£0	0%	0%	6.6%	0.00%	0.00
Scale 3	26	£19,182	6	£19,182	£0	0%	0%	2.1%	0.00%	0.00
Scale 2	40	£17,748	28	£16,000	£1,748	-11%	0%	3.3%	-0.36%	0.00

This year **-0.42%** **0.08%**
Last year

overall pay gap =

3.28 There are six grades at which pay gaps (positive or negative) occur, as follows:

- **Scales 2 and 5** – negative pay gaps (-11 per cent and -3 per cent, respectively), i.e. women earn more than men.
- **PO5 and PO8** – positive pay gaps (2 per cent and 1 per cent, respectively), i.e. men earn more than women.
- **HAY 4 and HAY 3** – positive pay gaps (5 per cent and 8 per cent, respectively), i.e. men earn more than women.

Table 3 provides detailed breakdowns of the in-grade pay gaps:

Grade	Women		Men		Gap (£)	Gap (%)
	Count	Salary	Count	Salary		
HAY 1	1	£193,071	-	-	-	-
HAY 2	2	£146,485	2	£146,485	£0	0%
HAY 3	4	£108,456	6	£117,956	£9,500	8%
HAY 4	7	£76,702	8	£80,884	£4,182	5%
HAY 5	5	£69,310	9	£69,310	£0	0%
HAY 6	-	-	4	£59,131	-	-
PO8	20	£54,893	18	£55,383	£490	1%
PO7	31	£50,451	26	£50,451	£0	0%
PO6	19	£48,477	13	£48,477	£0	0%
PO5	27	£44,766	35	£45,690	£924	2%
PO4	97	£42,951	50	£42,951	£0	0%
PO3	72	£39,297	65	£39,297	£0	0%
PO2	117	£36,558	73	£36,558	£0	0%
PO1	122	£33,660	86	£33,660	£0	0%
SO2	145	£31,368	66	£31,368	£0	0%
SO1	167	£28,935	74	£28,935	£0	0%
Scale 6	173	£26,277	70	£26,277	£0	0%
Scale 5	73	£23,334	29	£22,659	£675	-3%
Scale 4	81	£21,552	26	£21,552	£0	0%
Scale 3	26	£19,182	6	£19,182	£0	0%
Scale 2	40	£17,748	28	£16,000	£1,748	-11%

Significant gaps at Hay 3 and Hay 4

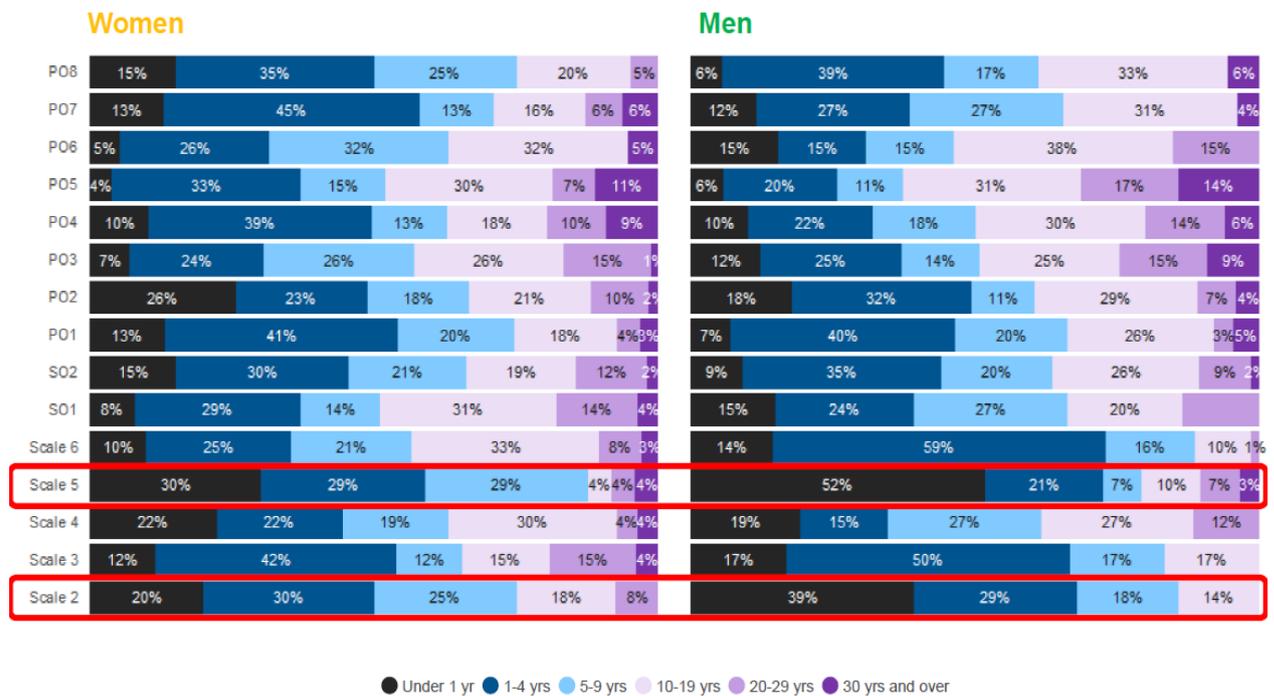
Small gaps at PO5 and PO8

Negative pay gaps (women paid more than men) at Scales 2 and 5

Analysis of in-grade pay gaps

3.29 Some of the identified pay gaps can partly be attributed to the length of service, as seen in the below table.

Table 4 illustrates the length of service by grade by gender:



Scales 2 and 5

3.30 Looking at the patterns of length of service across the different grades, it is apparent that this may be what is influencing the pay gaps at **Scales 2 and 5** where:

- There are high proportions of men who have worked at Brent for less than a year and are therefore likely to be paid at the bottom of the scale, i.e. on lower pay than their longer-serving colleagues
- It is also notable that Scale 2 has a high proportion of women who have worked at Brent for many years and are therefore likely to be paid at the top of the scale.

Grades PO5 and PO8

3.31 In terms of the small pay gaps of less than three percent at **PO5 and PO8** grades (1 per cent and 2 per cent, respectively):

- There are high proportions of men who have worked at Brent for many years and are therefore likely to be paid at the top of the scale.
- It should also be noted that the staff numbers in these grades are quite small (62 and 38) so these pay differences should be interpreted with caution.

HAY Grades

3.32 The overall pay gap just for the HAY grades, calculated using the methodology outlined earlier in this report is **0.06 per cent** (same as last year).

Table 5 shows the gender pay gaps in HAY grades:

Grade	Women	Salary	Men	Salary	Gap (£)	Gap (%)
HAY 1	1	£193,071			N/A	N/A
HAY 2	2	£146,485	2	£146,485	£0	0%
HAY 3	4	£108,456	6	£117,956	£9,500	8%
HAY 4	7	£76,702	8	£80,884	£4,182	5%
HAY 5	5	£69,310	9	£69,310	£0	0%
HAY 6			4	£59,131	N/A	N/A

} Gaps at Hay 3 and Hay 4

Note: Comparison is not possible at grades where all individuals are of the same gender (i.e. HAY 1 and HAY 6).

3.33 There are significant pay gaps at **HAY 4 and HAY 3** (as defined by the EHRC Equal Pay guidance), but these should be treated with caution because of the small numbers of people at these grades. If we experimentally remove one man from HAY 3, for example, this will change the pay gap to 2 per cent.

Full time / part-time status and gender

3.34 When carrying out the audit, we also looked at full-time and part-time status as we are aware that women are more likely to work part-time than men. Currently, 241 women work part-time compared to 45 men.

3.35 As see below, the **overall gender pay gaps for full-time and part-time employees**, calculated using the same methodology outlined in this report, are **not significant**.

full-time gender pay gap = +0.35%

part-time gender pay gap = -0.33%

3.36 When part-time and full-time workers are separated, however, gender pay gaps are apparent at more grades. None of these represent a significant gap but it is notable that positive gaps (men paid more than women) occur within PO grades while negative gaps (women paid more than men) all occur within lower grades.

Table 6 illustrates the full-time and part-time gender pay gaps by grade:

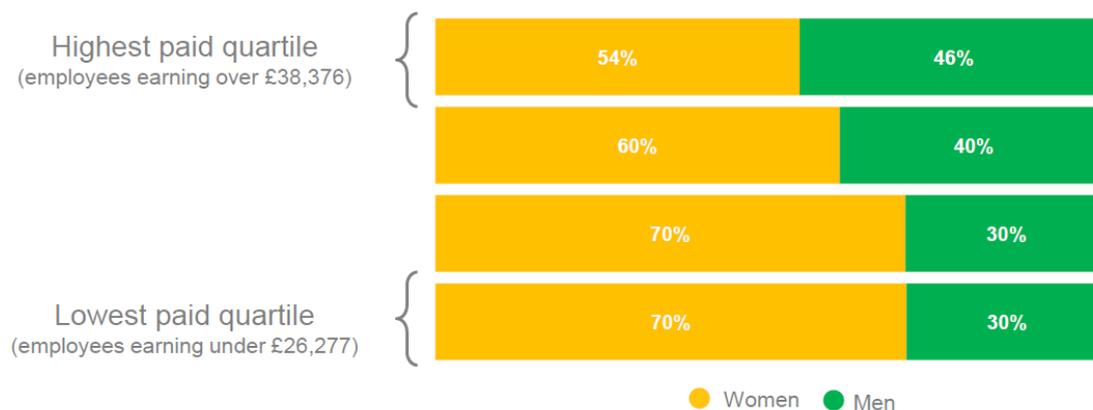
Grade	Female count	Female salary	Male count	Male salary	Gap (£)	Gap (%)	Grade	Female count	Female salary	Male count	Male salary	Gap (£)	Gap (%)
PO8	17	£54,402	18	£55,383	£981	+2%	PO8	3	£55,383			N/A	N/A
PO7	29	£50,451	26	£50,451	£0	0%	PO7	2	£51,441			N/A	N/A
PO6	19	£48,477	13	£48,477	£0	0%	PO6					N/A	N/A
PO5	23	£44,766	35	£45,690	£924	+2%	PO5	4	£45,228			N/A	N/A
PO4	88	£42,951	45	£42,951	£0	0%	PO4	9	£42,030	5	£42,030	£0	0%
PO3	63	£39,297	63	£39,297	£0	0%	PO3	9	£39,297	2	£39,297	£0	0%
PO2	103	£35,655	71	£36,558	£903	+2%	PO2	14	£36,558	2	£36,558	£0	0%
PO1	106	£32,784	84	£33,660	£876	+3%	PO1	16	£33,660	2	£33,660	£0	0%
SO2	127	£31,368	65	£31,368	£0	0%	SO2	18	£31,368	1	£31,368	£0	0%
SO1	136	£28,935	71	£28,935	£0	0%	SO1	31	£28,935	3	£28,935	£0	0%
Scale 6	136	£26,277	65	£26,277	£0	0%	Scale 6	37	£26,277	5	£26,277	£0	0%
Scale 5	49	£23,334	26	£22,361	£973	-4%	Scale 5	24	£24,027	3	£23,252	£775	-3%
Scale 4	42	£21,552	18	£21,204	£348	-2%	Scale 4	39	£21,552	8	£21,552	£0	0%
Scale 3	16	£18,983	2	£19,182	£199	1%	Scale 3	10	£19,182	4	£19,182	£0	0%
Scale 2	15	£16,000	18	£16,000	£0	0%	Scale 2	25	£17,748	10	£17,748	£0	0%

*Not enough data for comparison at HAY Grades

Pay quartiles and gender

3.37 We also looked at pay gaps using quartiles as gender quartiles are likely to be introduced in the new regulations. Each employee's salary was listed from lowest to highest, then divided into four equal groups.

3.38 The figure below illustrates how Brent's workforce is distributed across the four pay quartiles, by gender:



3.39 The above illustration suggests that while the Council pays people equally for equal work, there are still issues with the lower paid end of our workforce being disproportionately comprised of women.

4.0 Conclusion

4.1 Brent Council's overall gender pay gap of 6.8 per cent is significantly lower than the national gender pay gap of 19.2 per cent and sector specific gender pay gap of 11.4 per cent. However, the Council's overall gender pay gap is a little higher than the Equality and Human Rights Commission Gender Pay Gap indicative figure of +/- five per cent (reflecting the level of variation and statistical error). When looking at the pay gap between men and women at each grade, however, the proportional gender pay gap decreases to -0.42 per cent.

4.2 Overall, the findings of the 2015-16 Gender Pay Gap audit are fairly positive, bearing in mind the significant transformation changes that have taken place over the past couple of years, and suggest that the Council's pay policies and procedures are effective in ensuring that men and women receive equal pay for equal work.

4.3 While job evaluation schemes, if applied inconsistently can be a factor contributing to the gender pay gap, the Council has been applying the GLPC and Hay schemes consistently to ensure that women and men receive equal pay for equal work. Where in-grade pay differences occur, these are often attributed to the length of service and/or due to the small staff numbers in those grades.

4.4 The analysis also illustrates, however, that the main contributors for the overall gender pay gap are occupational segregation and the disproportionate over-representation of women at the lower paid quartiles. While these trends cannot be changed overnight, the following proposals are put forward to help reduce the overall gender pay gap:

- Hold a Task and Finish working group to explore the root causes contributing to the gender pay gap and actions required to reduce the gap
- Implement consistent monitoring of internal promotions and progressions by gender
- Implement consistent monitoring of new joiners' start salary for grades PO5 and above by gender
- Better utilise the existing / new staff development and talent management opportunities (e.g. through Aspire, appraisals and apprenticeships) to make structural changes and reduce pay gaps at PO5 and above
- Continue monitoring the impact of restructures on staff with protected characteristics such as gender
- Continue to conduct comprehensive annual audits as part of the Council's ongoing commitment to data transparency.

4.5 The above listed proposals may also be applied to other protected characteristics such as age, disability and ethnicity.

5.0 Financial Implications

5.1 There are no financial implications arising from this report.

6.0 Legal Implications

6.1 There are no legal implications arising from this report, other than those already mentioned in the body of the report.

7.0 Diversity Implications

7.1 There are no diversity implications arising from this report, other than those already mentioned in the body of the report.

8.0 Staffing Implications

8.1 There are no staffing implications arising from this report, other than those already mentioned in the body of the report.

Background papers

None

Contact Officer

DAVID VEALE
Director of Human Resources and Organisational Development



2016/17 Equality Strategy Action Plan

Ref	Equality objective	Corporate plan	Action	Outcome	Action Owner	Due Date	Progress Commentary / Detail	RAG	Status
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	The Equality team is working with individual services to assess the equality implications from their saving proposals. The final proposals, informed by the consultation and EA findings will be submitted to Cabinet for approval in February 2017.	GREEN	Open
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	The job fair will be part of the annual International Day of People with Disabilities event on 1 December 2016. There will also be a Disability Confident Employer Information briefing session on 23 November that will be co-delivered in partnership with the Department for Work and Pensions.	GREEN	Open
EO2	To involve our communities effectively as part of our 'Breaking Barriers, Opening Doors' programme	Better lives	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	The scheme was launched in August and will be closing by mid-December 2016. In total, ten people benefitted from the scheme. Of those who have completed their work placement, two secured temporary contracts and three were offered another placement as a result, which represents a 50 per cent success rate to date.	GREEN	Open
EO2	To involve our communities effectively as part of our 'Breaking Barriers, Opening Doors' programme	Better lives	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 Genevie George	Jul-16	The cross-Council Task and Finish group has now agreed the recommendations informed by the findings of its work. The progress report and recommendations will be discussed as a separate item on the agenda.	GREEN	Completed
EO3	To demonstrate leadership in equalities and human rights, both within the council and among partners	Better place	Submit an application to improve Brent's position on the 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	The Excellent' assessment in the Equality Framework for Local Government was achieved in April 2016. The Council applied for the DWP Disability Confident scheme and was accredited with the Disability Employer status.	GREEN	Completed
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 Tony Hirsch	Oct-16	The group has now agreed the recommendations informed by the findings of its work. The progress report and recommendations will be discussed as a separate item on the agenda. The recommendations will feed into the wider Housing Strategy review.	GREEN	Completed
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	Oct-16	The three staff working groups will be held on 28 November. These were rescheduled for November so that they can be informed by the relevant feedback from the Forward Together and Question Time sessions held by CMT members in October. The three staff working groups will be advertised shortly. Staff networks will also be invited to nominate representatives to attend.	AMBER	Open
EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Better locally	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	Work has already started and a progress update will be provided at the next meeting.	GREEN	Open
EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Better locally	Review the Council's take up of the MyMentor programme	The Council has embedded a coaching culture	David Veale Andreyana Ivanova	Mar-17	Staff take-up of the scheme is very low and is currently being reviewed.	AMBER	Open

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