



Cabinet
7 September 2020

Report from the Assistant Chief Executive

Brent Black Community Action Plan – Implementation

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
Appendices:	<p>Work stream updates:</p> <ol style="list-style-type: none"> 1. Early intervention: children, young people and families 2. Enabling and strengthening community leadership through capacity building 3. Developing community spaces – run and managed by local communities 4. Supporting the black community and voluntary sector - grant funding and procurement 5. Support for employment and enterprise 6. Accountability and engagement 7. Internal review of processes within the Council 8. Homes and homelessness 9. Tackling health inequalities 10. Embedding equality and diversity within the council workforce.
Background Papers:	None.
Contact Officer(s):	<p>Shazia Hussain, Assistant Chief Executive shazia.hussain@brent.gov.uk</p> <p>Pascoe Sawyers, Head of Strategy and Partnerships pascoe.sawyers@brent.gov.uk Tel: 020 8937 1045</p>

1.0 Purpose of the Report

1.1 To present to Cabinet additional detail on each of the Brent Black Community Action Plan work streams for further consideration and prioritisation following agreement at Full Council on 13 July 2020.

2.0 Recommendation(s)

2.1 To review each work stream (appendices 1 – 10) and prioritise the delivery of actions, taking into account the timeframes and resourcing implications

indicated in each assessment. Cabinet may wish to agree that actions with a delivery date within six months are prioritised for implementation. Actions with delivery dates beyond six months are considered as part of the council's annual budget setting process and the action plan will be reviewed accordingly.

3.0 Detail

Context

3.1 Responding swiftly to global events and local voices, Brent Council co-produced a focused ten-point Brent Black Community Action Plan with the community, which was agreed at Full Council on 13 July 2020 and referred to Cabinet for resourcing and implementation. The ten points or thematic work streams are:

- 1) Early intervention: children, young people and families
- 2) Enabling and strengthening community leadership through capacity building
- 3) Developing community spaces – run and managed by local communities
- 4) Supporting the black community and voluntary sector – grant funding and procurement
- 5) Support for employment and enterprise
- 6) Accountability and engagement
- 7) Internal review of processes within the council
- 8) Homes and homelessness
- 9) Tackling health inequalities
- 10) Embedding equality and diversity within the council workforce.

3.2 Attached to this paper are snapshot summaries for each theme, setting out a direction for implementation, target dates, an assessment of risks and resource implications. These summaries are part of an iterative process with work streams continuing to evolve in coming months.

3.3 Following Cabinet discussion and agreement, departments will further develop each theme in consultation with community representatives and updates will be provided at a December Cabinet meeting. This will be following the planned Black Community Summit in November where further feedback will be received from community representatives.

Implementation

3.4 Community feedback and joint working with the council will underpin the success of the delivery of this action plan. A black community steering group has been set up and is made up of community leaders, representatives and organisations. Its role is to:

- hold the council to account on delivery of the action plan
- work directly with council departments on individual themes, providing local insight and lived experiences and
- further develop strong links between the community and the council.

3.5 A Community Action Plan Co-ordinator has now been appointed on internal secondment within the council to co-ordinate the delivery of the action plan, working with departments and the community. A key role of the post holder will

be to ensure the community is kept involved and to support the council to demonstrate progress.

- 3.6 The Brent Council Cultural Diversity Network and new Black Staff Forum have contributed to work stream 10 and will internally be working with HR to support delivery and provide feedback.
- 3.7 Updates will be provided to Cabinet every three months. The community will also be kept informed through ad hoc meetings, Brent Connects and the Black Community Summit planned for November. Communications channels such as features in Your Brent and council newsletter emails will also be used to communicate progress to the community.
- 3.8 In a parallel piece of work a review of names of buildings, places and streets in Brent with associations with historical figures involved in the slave trade was undertaken. Gladstone Park, Gladstone Park Gardens and Gladstone Park Primary School were identified for further review. The school is an academy and therefore any renaming will be a matter for its governing body.
- 3.9 It is proposed that Brent schools are to be invited to take part in an exercise to rename Gladstone Park by the October half term holidays. This may have an impact on Gladstone Park Gardens, which will be subject to public consultation. The council will also engage in full discussion with the Friends of Gladstone Park.

4.0 Community co-production plan

- 4.1 The key to effective implementation of the action plan will be the meaningful involvement of and co-production with Brent's black communities as residents of the borough and employees of the council. The below is a high-level co-production approach for consideration:

<i>Type of engagement</i>	<i>Activities</i>	<i>Timing</i>
Co-production of ideas and concepts with some suggestions for implementation	<p>Regular meetings with the black community steering group, which, to date, has fed in its ideas into the action plan. Their role will be to hold the council to account on delivering and developing further ideas.</p> <p>The steering group consists of community representatives. Other local groups and representatives continue to be welcomed if they wish to join.</p> <p>The council's Cultural Diversity Network and Black Staff Forum to work with HR to develop ideas and sense check progress in work stream 10.</p>	Began in June 2020 and will continue for the foreseeable.
Involvement of communities to feedback on ideas for	Present worked up ideas with details of implementation for feedback to community groups and representatives through:	- Nov 2020

delivery and assist with prioritisation	<ul style="list-style-type: none"> - an autumn summit at the Brent Civic Centre - written communication - Brent Connects sessions including Participatory Budgeting events. 	- Throughout municipal year
Consultation on ideas and delivery plans	At Brent Connects sessions, online consultation platform, attending local group events and forums.	Throughout municipal year
Informing/raising awareness	Updates through 'Your Brent' features, social media and council communications. Make information available at libraries in print form with possible pop-up stalls to speak with residents.	Throughout municipal year
Providing constructive challenge to existing programmes	Review existing offer and evidence base of challenges for the black community. Part of this process is to understand the challenges experienced through lived experiences rather than professional assumptions.	Throughout municipal year

5.0 Summary of work stream appendices

5.1 The below table sets out high-level summary of work streams and actions which are set out in appendices 1-10. Details on plans and risks are contained within the appendices.

Work stream / actions	Resources	Officer leads
<p>1) <u>Early intervention: children, young people and families</u></p> <p>Within 1 year - by Sep 2021:</p> <ul style="list-style-type: none"> Working with schools to influence school curricula to support young black boys Recruitment of black school governors Creating an assured way of life for young black people. 	<p>The majority of actions can be undertaken as part of the core duties of the relevant teams.</p> <p>Additional resource will be required to commission unconscious bias and anti-racism training as part of the Governor training offer. Training for institutions regarding cultural competence will also require additional resources.</p>	<ul style="list-style-type: none"> Nigel Chapman, Operational Director, Integration and Improved Outcomes Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy John Galligan, Head of Setting and School Effectiveness Sue Gates, Head of Early Help
<p>2) <u>Enabling and strengthening community leadership through capacity building</u></p> <p>Within 1 year - by Sep 2021:</p> <ul style="list-style-type: none"> Enabling the voice of community leaders and representatives to influence Building cultural competence Access to positions of influence. 	<p>CMT time as part of individual and departmental wider development. Officer time to set the framework and undertake matching.</p> <p>Community Action Plan Co-ordinator appointed on secondment for 6 months, with an option for extension depending on business need. Additional funding may be required for extensions.</p>	<ul style="list-style-type: none"> Shazia Hussain, Assistant Chief Executive (ACE) Pascoe Sawyers, Head of Strategy and Partnerships (ACE dept) Martin Williams, Head of HR and Clare Ebune, HR Manager (workforce)
<p>3) <u>Developing community spaces – run and managed by local communities</u></p> <p>The council will support the development of spaces for community use e.g. for enterprise and young people. The Picture Palace (within 10 year: by Jul 2021), Morland Gardens (within 15 months: by Dec 2022) and Leopold Centre are such current projects and the council will</p>	<p>Morland Gardens is funded within the capital programme, through Community Infrastructure Levy, Greater London Authority grant, and council borrowing with repayments through the Housing Revenue Account (HRA). The Picture Palace project is funded from within the council's existing capital programme.</p>	<ul style="list-style-type: none"> Alan Lunt, Strategic Director, Regeneration Nick Ljuština, Operational Director of Property and Assets, Regeneration Matt Dibben, Head of Employment, Skills and Enterprise, Regeneration

<p>ensure that those putting in tenders to occupy the space have local community knowledge and ties.</p>	<p>The Leopold Centre project is funded within the schools asset management projects part of the capital programme, a NCIL bid may be submitted if specific requirements beyond the scope of the school AMP are required.</p>	
<p>4) <u>Supporting the black community and voluntary sector – grant funding to voluntary sector organisations and procurement</u></p> <p>Sep 2020 onwards:</p> <ul style="list-style-type: none"> • Provide coaching to community organisations wishing to apply for grants <p>Within next 6 months – by Mar 2021:</p> <ul style="list-style-type: none"> • Reviewing grants programme to support black community projects <p>6–12 months: by Mar – Sep 2021:</p> <ul style="list-style-type: none"> • Policy change on short term investments and grants • Supporting joint community bids for grants • Community views on NCIL criteria and consolidating projects • Providing match funding • Participatory budgeting • Reviewing procurement process • Reviewing support given to black communities. 	<p>No immediate financial resource implications for the actions in this work stream and for the most part implementation can be incorporated into existing or planned work. However, there are extra activities such as participatory budgeting and putting on procurement sessions and considerable community capacity building. This will have considerable implications for officer time.</p>	<ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive (ACE) • Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept • Julia Mlambo, Partnerships and Engagement Manager, ACE dept • Kate Lambert, Grants Manager, ACE dept • Rajesh Shori, Head of Procurement, Customer and Digital Services
<p>5) <u>Support for Employment and Enterprise</u></p> <p>Within 6 months – by Mar 2021:</p> <ul style="list-style-type: none"> • Ensuring strong education employment and training routes for young people. Establish a local commission. • Review skills shortage and aspirations. • Commission joint project to advise and make young people aware about entrepreneurship opportunities <p>6-9 months – by Mar-Jun 2021:</p> <ul style="list-style-type: none"> • commission local organisations and businesses to provide services. 	<p>Resources required for:</p> <ul style="list-style-type: none"> • Secretariat and research capacity required for Employment and Enterprise Commission for a 6 month period. • Funding to be identified to project manage and commission entrepreneurship provision in education settings and • A new entrepreneurship / start-up business support programme for black entrepreneurs and start-up businesses. 	<ul style="list-style-type: none"> • Alan Lunt, Strategic Director, Regeneration • Matt Dibben, Head of Employment and Skills, Regeneration • Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy, Children and Young People

<p>Timeframe TBC:</p> <ul style="list-style-type: none"> • Create business opportunities for black people (or BAME) 		<ul style="list-style-type: none"> • Rajesh Shori, Head of Procurement, Customer and Digital Services
<p>6) <u>Accountability and engagement</u></p> <p>Within 3 months – by Dec 2020:</p> <ul style="list-style-type: none"> • demonstrate and report back impact to communities • hold autumn summit (Nov 2020) • convene a temporary community reference group (complete) <p>Within 1 year - by Sep 2021:</p> <ul style="list-style-type: none"> • enable communities to get involved in the work of the council • commission local experts in the community as paid consultants • review council corporate strategies to ensure in-depth consultation • implement long term mechanisms to engage with young black people • creating consolidated central preventative engagement function. • use existing communication platforms in the community • use Brent Connects forums to engage with communities. 	<p>There is likely to be resource implications as we increase engagement activities. A more accurate estimate of costs will be provided to Cabinet in a future update following the design of a programme of activities.</p> <p>Activities and approach set out by the future Civil Society strategy will require resourcing in order to make step changes. A future update to Cabinet can include a fuller estimate of costs once this strategy has been developed.</p> <p>The financial resources required for the summit will depend on the format of the event (virtual or physical) which is yet to be decided. Either option will require the time of officers to prepare and deliver the event.</p>	<ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive (ACE) • Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept • Julia Mlambo, Partnerships and Engagement Manager, ACE dept • Meenara Islam, Strategic Partnerships Manager, ACE dept
<p>7) <u>Internal review of processes within the Council</u></p> <p>Within 3 months - by Dec 2020:</p> <ul style="list-style-type: none"> • Review council's Equalities Analysis process <p>Between 1-2 years – by Sep 2022:</p> <ul style="list-style-type: none"> • Ensure appropriate and timely learning from complaints and feedback. 	<p>Complaints' Officer time to carry out extensive analysis (not all complaints are entered via the system, some are received as an attachment to an email, making analysis time consuming). Possible upgrade to new CRM system to allow for equalities data to be entered – this may be deemed a 'change request' and may incur costs from the contractor.</p>	<ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive • Meenara Islam, Strategic Partnerships Manager, ACE dept. • Katie Smith, Head of Executive and Members Services, ACE dept.
<p>8) <u>Homes and homelessness</u></p> <p>Within 6 months – by Mar 2021:</p> <ul style="list-style-type: none"> • Work with RSLs and local community organisations to look at housing issues. Hold RSLs to account. 	<p>Difficult to estimate at this time.</p>	<ul style="list-style-type: none"> • John Magness, Head of Housing Supply and Partnerships, CWB • Laurence Coaker, Head of Housing Needs, CWB

<ul style="list-style-type: none"> Review care for the elderly who are isolated. 		<ul style="list-style-type: none"> James Pearce, Head of Complex Care, CWB
<p>9) <u>Tackling health inequalities</u></p> <p>Within 6 months - by Mar 2021: The council and partners will examine the full impact and plan for actions to reduce the disproportionate impact on BAME communities as well as identifying and addressing the structural reasons for the inequalities.</p>	<p>Developing the Joint Health and Wellbeing strategy, in consultation with the community, will require officer time. Co-ordinators will also be appointed to take forward the work on reducing health inequalities. The wider cost implications will be quantifiable at a later date.</p>	<ul style="list-style-type: none"> Phil Porter, Strategic Director, Community Wellbeing Melanie Smith, Director of Public Health, CWB
<p>10) <u>Embedding equality and diversity within the council workforce</u></p> <p>Within 6 months - by Mar 2021:</p> <ul style="list-style-type: none"> Run a series of 'Let's Talk About Race' webinars for staff Making unconscious bias training mandatory for all <p>By 2024: Ensuring senior management reflects the community and ensuring greater black representation in senior roles across the Council.</p> <p>Ongoing: Council Management Team to develop an understanding of impact of inequality (see work stream 2)</p> <p>By Dec 2020:</p> <ul style="list-style-type: none"> staff networks supported with coaching and mentoring ensure clear talent spotting and progression processes are in place revisit recommendations from past reviews ensure Black Lives Matter remains on the agenda. BLM to be on next staff Forward Together sessions. detailed work programme be put together in consultation with the Council's Cultural Diversity Network and Black Staff Forum. 	<p>There are cost implications for this action along the following:</p> <ul style="list-style-type: none"> Cost implication in setting up tracking/enforcing completion of training. Needs to be explored. Customisation of MSDx can cost around circa £35,000 to enable the anonymization of job applications. Additional funding for the development of training, coaching, mentoring and materials. (TBC). <p>One additional PO4 post may be required to support delivery of this work stream.</p>	<ul style="list-style-type: none"> Martin Williams, Head of HR Clare Ebune, HR Manager (workforce), HR Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept

6.0 Financial Implications

- 6.1 The cost of the new of Community Action Plan Co-ordinator post (six-month secondment) is £33,100. Funding for this one off cost can be contained within the existing service budget, however any longer term commitments will need to be taken into account as part of the Council's budget setting process.
- 6.2 The majority of the actions are activities that can be contained within existing budgets. Where actions are unable to be contained within existing resources, the financial implications will need to be developed and considered as the detailed implementation plan is developed.

7.0 Legal Implications

- 7.1 Where it is reasonably thought that persons who share a protected characteristic suffer a disadvantage connected to that characteristic; and/or persons who share that characteristic have needs that are different from the needs of persons who do not share it; and/or participation in an activity by persons who share that characteristic is disproportionately low, then section 158 of the Equality Act 2010 permits positive action where it is a proportionate means of achieving a legitimate aim of enabling or encouraging persons who share the protected characteristic to overcome or minimise the disadvantage, meet specific needs or enable or encourage persons who share the protected characteristic to participate in that activity.
- 7.2 The Equality and Human Rights Commission (EHRC) Statutory Code of Practice in relation to services, public functions and associations provides further clarity in relation to the positive action provisions in the Equality Act. It explains that these enable service providers to take proportionate action to achieve fuller and more effective equality outcomes for members of groups that are socially or economically disadvantaged or excluded, or who otherwise face the consequences of past or present discrimination or disadvantage. Positive action can include, for example, providing additional or bespoke services, separate facilities, accelerated access to services, targeting resources or induction or training opportunities to benefit a particular disadvantaged group. Provided the action is within the parameters laid down in the Act and meets the test of proportionality, it will not amount to positive discrimination under the Act, which would be unlawful.
- 7.3 The Statutory Code also recommends that in order to identify possible causes of disadvantage, different needs and under-representation, and to develop appropriate positive action measures, service providers will benefit from the involvement of staff and members of groups sharing a relevant protected characteristic and such groups should also be involved in the evaluation of positive action measures which is in accordance with the council's approach as set out in this report.

8.0 Equality Implications

- 8.1 The Council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 Equality Act 2010 (EqA). The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA.
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and to promote understanding.

8.2 This report and action plan will support Brent Council to continue to meet its public sector equality duties.

Report sign off:

Shazia Hussain
Assistant Chief Executive