

## Appendix 2

### Work stream 2: Enabling and strengthening community leadership through capacity building

<b>Officer lead(s) and contributors</b>
<ul style="list-style-type: none"><li>• Shazia Hussain, Assistant Chief Executive, ACE</li><li>• Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept</li><li>• Martin Williams, Head of HR and Clare Ebune, HR Manager (workforce) (advising on action 1).</li></ul>
<b>Timeframe for delivery (including any milestones)</b>
Timeframes specified against each action in next section.
<b>Actions and plans for delivery (detail on how each action will be delivered and partners who need to be involved)</b>
<p><u>Enabling the voice of community leaders and representatives to influence local decision-making through a Leadership Programme. A potential leadership programme could include several offers:</u></p> <ol style="list-style-type: none"><li>1. <u>Establishing a mutual mentoring and coaching scheme designed to ensure that both black community leaders/representatives and senior Council officers, particularly members of the Corporate Management Team, can learn from each other about how the different kinds of skills, knowledge and experience may have can be used to benefit local communities.</u></li></ol> <p>Individual CMT members to be matched with a community representative. Terms of engagement can be agreed between individuals. A pilot will be necessary before full roll out. CMT will better their understanding of communities' lived experiences and impact of services. CMT may wish to consider including participation in the scheme as an appraisal objective.</p> <p>Community representatives will develop their community leadership capacity, understand how the council works and forge stronger links between the community and Brent Council.</p> <p>Strategy and Partnerships will identify community mentors/mentees and put together a mentoring development framework.</p> <ol style="list-style-type: none"><li>2. <u>Building cultural competence - Senior Council Managers matched up with local providers to spend time with black communities to get a better understanding of their lived experiences to assist with implementing changes.</u></li></ol> <p>A mix of networking events in localities and seminars hosted by local organisations to share lived experiences of communities will be organised. Two-way dialogues to help both the council and communities to understand each other's worlds.</p> <p>Senior manager training in areas of unconscious bias, privilege, anti-racism, will begin in September. Separate training on building cultural competence could also be considered. The Young Brent Foundation and John Lyon's charities are</p>

developing a Cultural Competency framework for youth and community leaders which could be drawn upon.

A programme looking at different aspects of the black community experience, particularly young people, older people, community protection, enterprise and business could also be considered. The Channel 4 TV programme 'The Talk' is a good way of beginning to understand the experience of black communities.

3. Enabling access into positions of influence. This could include coaching into community positions such as being governors or trustees of local organisations as well as into lay council positions or opportunities.

We will set up a programme to include:

- awareness raising of upcoming opportunities in the borough
- quarterly training sessions on applying for roles such as governors, trustees and other positions
- CMT mentors supporting individuals to access and prepare for opportunities.

4. Ensure these programmes are well resourced as core programmes.

We will draw on expertise from the community but ultimately this is a decision for Cabinet to resource the whole action plan.

We will also work with elected members to build their capacity to act as race champions. Elected members are important as community representatives for black communities and can support open dialogue between communities and the council.

All the above actions can be delivered within one year.

#### **Resource implications (e.g. budgets, officer time, departmental capacity)**

- CMT to carve out time as part of their individual and departmental wider development. Officer time to set the framework and undertake matching. Hard to estimate exact impact at this juncture.
- Officer time to set up a programme.
- We have appointed a Community Action Plan Co-ordinator on secondment for 6 months (£33,100), with an option for extension depending on business need. Additional funding may be required if an extension is agreed in future.

#### **Risks to delivery**

1. Need to ensure this does not become a tick-box exercise by demonstrating impact of learning. Could mitigate this through published case studies on how coaching/mentoring has benefited both CMT members and the community.
2. Requires full CMT and community buy-in and continuous commitment.

**Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)**

Strategy and Partnerships will include this work stream in its service plan and use the Community Action Plan Co-ordinator's time to deliver under the steer of the Head of Strategy and the Assistant Chief Executive.

**Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)**

We will work with community representatives and organisations who can provide mentees/mentors, present seminars and attend networking events with CMT.