

Appendix 2 - Equality Strategy Action Plan 2021-22

Objectives

Understand the barriers to equality experienced by people in Brent and act to remove them.

Provide accessible information and services that are tailored to people's needs

Tackle hate, harassment and victimisation

Lead the way in encouraging diversity to flourish in Brent.

Equality Objectives & Outcomes	Actions & Details	Strategic Lead	Lead Member
Objective 1 - Understand the barriers to equality experienced by people in Brent and act to remove them.			
Empower Brent's communities to identify and tackle barriers to equality.	Apply learning from the development and implementation of the Black Community Action Plan (BCAP) to work with Brent's diverse communities to better understand and identify inequalities for our most excluded communities.	Assistant Chief Executive	Deputy Leader of the Council
	Continue to work with Brent's black communities to implement and monitor the Brent Black Community Action Plan (BCAP). The BCAP is being implemented via 10 workstreams.	Assistant Chief Executive	Cabinet Member for Community Safety and Engagement Note: delivery activity spans several Cabinet portfolios
	Introduce Participatory Budgeting to empower local communities (including underrepresented groups) to express local priorities and direct budgets to reflect strengths, needs and aspirations. Participatory Budgeting is currently being trialled for the Carbon Offset Fund across the Brent Connects areas.	Assistant Chief Executive	Deputy Leader of the Council
	Recognising the seismic shift in the global, national and local context, undertake an equality engagement exercise with staff and residents to review our equality priorities.	Assistant Chief Executive	Deputy Leader of the Council

	Tackle the causes of poverty in Brent	Implement the recommendations of the Independent Poverty Commission Report via the four delivery plans: Housing; Economy and Jobs; Financial Inclusion and Local Welfare; and, Overview Recommendations. Key actions include the Private Rented Sector review, increasing affordable housing, the creation of a Youth Strategy.	Assistant Chief Executive	Cabinet Member for Housing and Welfare Reform Note: delivery activity spans several Cabinet portfolios
		Moving on Up project works with young black men (aged 16-24) to support them into careers. The council and the Black Training and Enterprise Group (BTEG) have established a Collective Impact Partnership to support the development of the project in Brent	Strategic Director, Regeneration & Environment	Cabinet Member for Schools, Employment & Skills
		Support the co-ordination and standardisation of ESOL (English for Speakers of Other Languages) provision across the borough by developing an ESOL Quality Assurance Framework, recognising that this can be a significant barrier to employment.	Strategic Director, Regeneration & Environment	Cabinet Member for Schools, Employment & Skills
	Tackle health inequalities affecting Brent's diverse communities.	Tackle the disproportionate impact of Covid-19 on Brent's diverse communities by: encouraging behavioural change to reduce exposure to Covid-19; encouraging uptake of preventative services and improved management of health conditions to reduce susceptibility to Covid-19; increasing access to health services.	Strategic Director, Community Wellbeing	Cabinet Member for Public Health, Culture & Leisure
		Develop and implement the new Joint Health and Wellbeing Strategy focussed on reducing structural health inequalities <i>Actions to be updated following the production of the Joint HWB Strategy</i>	Strategic Director, Community Wellbeing	Cabinet Member for Adult Social Care
Objective 2 - Provide accessible information and services that are tailored to people's needs				
	Tackle digital exclusion to support social inclusion, access to jobs and education, and address financial exclusion.	Develop and implement a Digital Inclusion Action Plan for the borough in conjunction with partner organisations. Actions to be updated following the production of the Digital Inclusion Action Plan	Strategic Director, Customer and Digital Services	Deputy Leader of the Council
		Ensure the council's digital platforms are accessible and conform to Web Content Accessibility Guidance (WCAG) AA standard	Strategic Director, Customer and Digital Services	Deputy Leader of the Council

	Provide services that are welcoming and accessible to all communities.	Enhance the in-person support on offer at the Civic Centre to our most vulnerable residents by establishing an additional hub in the Civic Centre in line with the existing community hub provision. <i>(Budget proposal subject to approval)</i>	Strategic Director, Customer and Digital Services	Deputy Leader of the Council
		Review the Customer Services offer to ensure it meets the different needs of Brent's diverse communities in a post Covid-19 environment, including: determining the face to face offer in the CSC to ensure there is appropriate support for customers who are unable to access services digitally; and developing an escalation and resolution process with back office services to support customers who are vulnerable or with complex needs .	Strategic Director, Customer and Digital Services	Deputy Leader of the Council
		Embed actions committed to as part of the BSL Charter (to be signed on 27 January 2021)	Strategic Director, Customer and Digital Services	Deputy Leader of the Council
	Staff are equipped with the knowledge and skills required to meet the diverse needs of residents	Ensure staff understand accessibility requirements and have the resources to provide information in inclusive and accessible formats by creating and promoting accessibility guidance.	Assistant Chief Executive	Deputy Leader of the Council

Objective 3 - Tackle hate, harassment and victimisation				
	Staff have access to support and information regarding hate crime, harassment and victimisation	Ensure staff are able to access up to date information, support and resources via Domestic Abuse and Mental Wellbeing Champions. Ensure Champions are aware of and sensitive to the additional stigmatisation or challenges faced for those who share protected characteristic when seeking support.	Director of Legal, HR, Audit and Investigations	Deputy Leader of the Council
		Consider further use of Champions to undertake a key signposting role within the organisation.	Director of Legal, HR, Audit and Investigations	Deputy Leader of the Council
	Raise awareness of hate crime, harassment and victimisation	Rollout of Women’s Night Safety Charter, working with businesses to encourage buy-in	Strategic Director, Regeneration & Environment	Cabinet Member for Community Safety and Engagement
		Deliver a focussed programme on hate crime, ensuring a focus on groups with a shared protected characteristics including disability, LGBTQ+.	Strategic Director, Regeneration & Environment	Cabinet Member for Community Safety and Engagement
		Creation of 'safe spaces' - places which can be accessed by residents fearing for their safety to access professional support and obtain referrals into targeted support services.	Strategic Director, Regeneration & Environment	Cabinet Member for Community Safety and Engagement
	Objective 4 - Lead the way in encouraging diversity to flourish in Brent.			
	Foster greater community cohesion by creating a borough where difference and diversity is understood, celebrated and valued	Celebrate Brent’s diversity through regular equality-related events by establishing an annual communications planner to celebrate notable dates throughout the year, in consultation with our staff networks, equality forums and service areas.	Assistant Chief Executive	Cabinet Member for Community Safety and Engagement
		Make Brent an inclusive community for people living with dementia by obtaining dementia Friendly status as a borough in 2021	Strategic Director, Community Wellbeing	Cabinet Member for Adult Social Care
	Encourage a diverse workforce representative of Brent's communities	Invest in and develop the capacity of the council's four staff networks and pursue opportunities for shared training, support, development and networking via the WLA and partner organisations	Assistant Chief Executive	Deputy Leader of the Council
		Establish a mutual mentoring scheme	Director of Legal, HR, Audit and Investigations	Deputy Leader of the Council

		Equality and Diversity training: review our approach to mandatory equality and diversity training, ensuring that we implement a robust equalities training offer which includes a focus on intersectionality and protected characteristics including Disability, LGBTQ+, Cultural Diversity, and Gender equality; continue the roll out of mandatory unconscious bias training and establish appropriate monitoring arrangements.	Director of Legal, HR, Audit and Investigations	Deputy Leader of the Council
		Continue to support workforce development and ensure opportunities are accessible, transparent and inclusive: <u>Apprenticeships</u> - identify and extend apprenticeship opportunities for staff, aligned with skills shortages; introduce an apprenticeship programme for aspiring first time managers. <u>Management programme</u> - develop a transparent and inclusive approach to identifying talent for the Senior Management Programme <u>Graduate programme</u> - continue to participate in NGDP applying a localised, targeted approach to recruitment to address the under-representation of BAME candidates; explore opportunities via the WLA BAME Equalities Steering group to take collective action to address the disproportionate under-representation of BAME candidates.	Director of Legal, HR, Audit and Investigations	Deputy Leader of the Council
		Following the introduction of the new Oracle Cloud system, monitor and review the diversity of the recruitment and selection process to identify any potential barriers to applicants. With a protected characteristic	Director of Legal, HR, Audit and Investigations	Deputy Leader of the Council
	Use our position as a local leader, purchaser of services and large employer to support delivery of our equality objectives and improve equality and diversity practice across Brent.	Gain Disability Confident Level 3 accreditation (Disability Confident Leader)	Strategic Director, Regeneration & Environment	Cabinet Member for Schools, Employment & Skills
		Identify opportunities to optimise key policies that can have an impact on the equality agenda i.e. Social Value and Ethical Procurement Policy: seek agreement to a targeted equalities approach to shape the outcomes being sought.	Strategic Director, Customer and Digital Services	Deputy Leader of the Council

Equality Standards

Objectives

Understand the barriers to equality experienced by people in Brent and act to remove them.

Provide accessible information and services that are tailored to people's needs

Tackle hate, harassment and victimisation

Lead the way in encouraging diversity to flourish in Brent.

Equality Objectives & Outcomes	Actions	Lead
Objective 1 - Understand the barriers to equality experienced by people in Brent and act to remove them.		
All decisions for projects, policies, strategies and services consider evidence about the experiences and outcomes of different people to ensure that we understand how our proposals could impact on them, ensuring the council complies with the Equalities Act 2010 and Public Sector Equality Duty	All proposals are supported and shaped by an Equality Analysis which considers the impact on protected characteristic and other groups. EA process is regularly reviewed to ensure that equality assessments are embedded in our decision-making, are meaningful and are informed by good quality equality data	All Managers, Equality Officer
Council Policy is informed by staff experience	Staff Networks engaged in relevant policy feedback. Quarterly co-chair meetings include discussion of upcoming policies	Equality Officer, HR, Staff Networks
Provide a safe platform for residents to discuss issues of concern, provide a vehicle for consultation and enable communities to have a voice in decisions made.	Support the Disability, Multi-Faith and Pensioner Forums, and Eastern European Network	Strategy and Partnerships team
Objective 2 - Provide accessible information and services that are tailored to people's needs		
Ensure that residents with additional accessibility needs are able to access council services and engage with public life	Promote awareness of alternative language and communications methods used by the council such as BSL, Hearing Loops, translated literature, easy read. Accessibility guidance to be made available via Equalities Self-Service intranet page and use internal comms to promote the resources.	Equality Officer, Strategy and Partnerships team
Objective 3 - Tackle hate, harassment and victimisation		

	The council maintains an inclusive work environment where the diversity of staff is recognised and valued and staff are able to access appropriate information and support.	Council-wide awareness campaigns	HR, Staff Networks
Objective 4 - Lead the way in encouraging diversity to flourish in Brent.			
	Staff are equipped with the knowledge and skills required to meet the diverse needs of residents	Up-to-date suite of equality training available to staff and Members	Equality Officer, HR,
	Use our position as a local leader, purchaser of services and large employer to support delivery of our equality objectives and improve equality and diversity practice across Brent.	Social Value and Ethical Procurement Policy - use our position as one of the largest buyers of good and services in the borough to leverage our purchasing power to deliver benefits for the borough and ensure high standards of ethical trade practices.	Procurement
	Encourage a diverse workforce, representative of Brent's communities.	Workforce data collection and analysis (Pay, ethnicity, and gender gap reports, annual workforce reports, Equality Profile of Brent) Identify potential disparities in the diversity profile of our workforce, develop actions to address perceived inequalities Understand whether our employment policies, practices and procedures are equitable and are being implemented fairly, by examining under- or over-representation of staff Identify differences in the outcomes or experience of staff and, where required, develop training and guidance to support our managers in managing a diverse workforce Provide data to support robust equality analysis and informed decision making Support our staff equality networks	HR, Equality Officer
	Review and apply best practice regarding equality and diversity, as an employer, service provider and local leader.	Engage with sub-regional, pan London and national equalities and diversity groups. Seek appropriate accreditations / tools to improve equality practice within the council	Equalities Officer, Strategy and Partnerships
	Foster greater community cohesion by creating a borough where difference and diversity is understood celebrated and valued	Celebrate Brent's diversity through regular equality-related events e.g. Black History Month, International Women's Day, International Day of Persons with a Disability; LGBT+ History Month, Culture Service events, Community Safety - Hate Crime awareness week.	All Services