



## Equalities Committee

**Tuesday 12 September 2017 at 6.00 pm**

Board Room 4 - Brent Civic Centre, Engineers Way,  
Wembley HA9 0FJ

### Membership:

#### Members

Councillors:

McLennan (Chair)

Davidson (Vice-Chair)

Harrison

Mashari

Thomas

#### Substitute Members

Councillors:

Conneely, Crane, Hoda-Benn and Hylton

Councillors:

Kansagra and Maurice

**For further information contact:** Nikolay Manov, Governance Officer

Tel: 020 8937 1348; Email: [xxxxxxx.xxxxx@xxxxx.xxx.xx](mailto:xxxxxxx.xxxxx@xxxxx.xxx.xx)

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**The press and public are welcome to attend this meeting.**

## **Notes for Members - Declarations of Interest:**

If a Member is aware they have a Disclosable Pecuniary Interest\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest\*\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

# Agenda

Introductions, if appropriate.

Item	Page
<b>1 Apologies for absence and clarification of alternate members</b>	
<b>2 Declarations of interests</b> Members are invited to declare at this stage of the meeting, any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda.	
<b>3 Deputations (if any)</b> To hear any deputations received from members of the public in accordance with Standing Order 69.	
<b>4 Minutes of the previous meeting</b> To approve the minutes of the previous meeting as a correct record.	1 - 6
<b>5 Matters arising (if any)</b> To consider any matters arising from the minutes of the previous meeting.	
<b>6 Progress update on Brent's Digital Strategy (presentation delivered on the day)</b> Members will hear a presentation on Brent's Digital Strategy which sets out how Brent Council will ensure everyone utilises the opportunities that come with the digital age and use technology to improve the lives and life chances of all residents.	
<b>Ward Affected:</b> All Wards <b>Contact Officer:</b> Peter Gadsdon, Director, Performance, Policy and Partnerships Tel: 020 8937 1400 Email: <a href="mailto:xxxxx.xxxxxxx@xxxxx.xxx.xx">xxxxx.xxxxxxx@xxxxx.xxx.xx</a>	
<b>7 European Union Referendum Implications for Brent</b> The report provides an overview of the implications of the UK's departure from the European Union. While much depends on the two-year negotiation process currently underway and the economic health of the UK (including what this will mean for EU nationals living and working in Brent, and the impact on local business), the report notes likely practical consequences to legislation which affects the council, as well as EU-funded projects.	7 - 14

**Ward Affected:** **Contact Officer:** Peter Gadsdon, Director,

All Wards

Performance, Policy and Partnerships

Tel: 020 8937 1400

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**8 Progress report on the Council's work with Eastern European communities 15 - 28**

In September 2016 Brent Council established a Task and Finish working group to look at the socio-economic barriers and challenges experienced by Eastern European communities living in Brent. The report provides a progress update and outlines the next steps on the Council's outreach work with local Eastern European communities.

**Ward Affected:**  
All Wards

**Contact Officer:** Andreyana Ivanova, Head of Equality  
Tel: 020 8937 3154  
Email: [xxxxxxxx.xxxxxxx@xxxxx.xxx.xx](mailto:xxxxxxxx.xxxxxxx@xxxxx.xxx.xx)

**9 Progress update on actions taken to address employees' feedback from Your Voice survey (presentation delivered on the day)**

Members will hear a presentation providing information on actions taken to address feedback from the Your Voice Survey carried out online between 21 March - 29 April 2016.

**Ward Affected:**  
All Wards

**Contact Officer:** David Veale, Director of Human Resources and Organisational Development  
Tel: 0208 937 4565  
Email: [xxxxx.xxxxx@xxxxx.xxx.xx](mailto:xxxxx.xxxxx@xxxxx.xxx.xx)

**10 Update on Management Development 2016/17 29 - 38**

The report provides an overview of management development during 2016 and 2017. The two key programmes implemented during this period are the "Aspire" programme and the "Inspire" Middle Management Development Programme.

**Ward Affected:**  
All Wards

**Contact Officer:** David Veale, Director of Human Resources and Organisational Development  
Tel: 0208 937 4565  
Email: [xxxxx.xxxxx@xxxxx.xxx.xx](mailto:xxxxx.xxxxx@xxxxx.xxx.xx)

**11 Progress update on Brent's 2017/18 Equality and Diversity action plan 39 - 42**

The item provides the Committee with a progress update on the 2017/18 Equality and Diversity Action Plan.

**Ward Affected:**

**Contact Officer:** Andreyana Ivanova, Head of

All Wards

Equality

Tel: 020 8937 3154

Email: [xxxxxxxxx.xxxxxxx@xxxxx.xxx.xx](mailto:xxxxxxxxx.xxxxxxx@xxxxx.xxx.xx)

## 12 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.

**Date of the next meeting: Tuesday 5 December 2017**



- 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.

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## **MINUTES OF THE EQUALITIES COMMITTEE** **Tuesday 2 May 2017 at 7.00 pm**

PRESENT: Councillor McLennan (Chair), Councillor Davidson (Vice-Chair) and Councillors Harrison and Thomas

ABSENT: Councillor Mashari

### **1. Apologies for absence (if any)**

The Chair welcomed everyone to the meeting and informed the Committee that Councillor Mashari had been delayed.

### **2. Declarations of interests**

There were no declarations of Interests made by Members.

### **3. Minutes of the previous meeting**

**RESOLVED** that the minutes of the previous meeting, held on 20 February 2017, be approved as an accurate record of the meeting.

### **4. Matters arising (if any)**

None.

### **5. Deputations (if any)**

None.

### **6. Brent Dementia Peer Support Project (verbal update)**

Danny Maher (Chief Executive Officer, Ashford Place) gave Members a verbal update about services provided to the community as part of The Dementia Peer Support Project. He explained that the project had been commissioned in September 2016 and it had been delivered jointly by Community Action on Dementia and Ashford Place with the aim to make Brent a Dementia-friendly borough.

Mr Maher highlighted that the approach taken had been different from previous similar services as the project was client-led which could be proved by the fact that two years had been spent talking to people living with Dementia to collect information about their perceptions, views, services and support systems. It emerged that people affected by the condition wanted to have support and stay away from institutions for as long as possible.

People living with Dementia had been recruited to design services for other people affected by the condition and ten people affected by Dementia were co-acting as peers for other people. Mr Maher said the project had been launched by people

living with Dementia and he informed the Committee that there were plans to open ten new Dementia cafes in Brent, which would provide opportunities for people affected by the condition at a very little cost.

Members of the Committee thanked Mr Maher for the verbal update and expressed their support to The Dementia Peer Support Project. Questions raised related to potential sharing of information and integration with other services to ensure a holistic approach, where the individual would be put in the centre of service provision, and the outcomes for residents. Mr Maher explained that people affected by Dementia had had long conversations with commissioners and the Social Isolation in Brent Initiative (SIBI) had been identified as the best vehicle to deliver the service in a holistic way. In terms of outcomes, the Committee heard that people's confidence and knowledge about how to manage the condition had increased which made them feel in control and gave them an opportunity to decide what they wanted to do, while pressure on medical and social services had decreased.

In response to Members' questions relating to the diversity profile of people suffering from Dementia and the engagement of people affected by the changes to the benefit system, Mr Maher explained that Dementia affected all parts of the community. He spoke about the negative stereotypes associated with the condition in some communities and cultures, and emphasised that the project was aimed at capacity-building as it helped people to find out more about resources and services available to them. In terms of benefit system changes, Mr Maher said that it was unlikely for people affected by the Benefit Cap to have been included in the project due to their age group being exempt from the Cap.

Members enquired whether Ashford Place would lobby for increased funding for The Dementia Peer Support Project and what a Dementia-friendly borough would look like. Mr Maher said that Ashford Place would like to continue with the project beyond the anticipated end and it could provide evidence to prove that the model worked so it would ask for additional funding. He explained that a Dementia-friendly borough would have improved signage (as at the Brent Civic Centre), audit of public buildings and slow lanes with trained cashiers would be provided at shops, while professionals know about the services delivered in the borough. Andrew Davies (Programme Manager, Community Wellbeing) added that service integration was important as this would facilitate the delivery of a broader package of care and would link services such as social care and mental health support. He highlighted that using peer support was helpful for breaking barriers within communities. Mr Davies and Mr Maher expressed a view that they would like to discuss the process of designing a Dementia-friendly borough with the Committee as the project progressed. In response to a question about training offered to staff, Althea Loderick (Strategic Director, Resources) explained that Customer Services (including library staff) and Social Care staff were aware of Dementia, but she acknowledged that more could be done to promote this awareness to anyone who may interact with a member of the public affected by the condition.

**RESOLVED that:**

- (i) The Brent Dementia Peer Support Project verbal update be noted; and



- (ii) A report on the outcome of the project be provided to the Committee in January 2018.

*Councillor Harrison entered the meeting during discussion of the above item at 7:28 pm.*

## **7. Delivering the Next Phase of the Harlesden Community Hub**

Fiona Kivett (Change Manager, Performance, Policy and Partnerships) delivered a presentation which provided Members with an update on the second phase of the community hub model in Harlesden. She reminded Members that the Harlesden Hub was a result of the Outcome Based Reviews (OBR) carried out in collaboration with a range of partners and residents and aimed to rethink some the challenges faced by Brent. Ms Kivett outlined the aims of the Hub which had been designed during the prototype phase in October 2016:

- The Hub had adopted a model that was owned and delivered by the community;
- The Hub was well-connected as relationships with various stakeholders were built;
- The Hub provided a joint assessment of need as residents had experienced difficulties navigating the system and duplication of assessment of need;
- The Hub had supported the process of building resilience as it ensures self-help and independence were key components to the service delivered.

Ms Kivett spoke about the environment at the Hub which allowed connections to be made and meaningful interactions to take place. This made it possible to identify and understand residents' problems rather than them having to fit a set of criteria in order to access a service. She drew Members' attention to Figure 2 on page 16 of the Agenda Pack which showed the broad range of organisations working in partnership at the Harlesden Hub. Ms Kivett explained that new partners had been added to the second phase of the project and she highlighted that the core group of organisations was shown in green, with partners delivering sessions and activities (both ad-hoc and regular) in blue.

In terms of feedback and observations, Ms Kivett commented on the approach; the offer / scheduling; attendance and publicity. She also outlined presenting needs based on the feedback from partner organisations who had interacted with residents at the Hub. The drop-in model and the patient approach were highlighted as in some cases residents had to visit the Hub more than once to resolve their enquiry. It had been decided to try to arrange specific sessions at certain times of the week as this would be easier for visitors to remember and for the team to promote. An issue identified was that some organisations were not honouring their commitments, while, on the positive side, a number of local people had approached the team, expressing desire to give something back to the community. The most frequent reasons why people visited the Harlesden Hub were related to Council Tax Support and benefits enquiries (including Housing Benefit). Footfall had varied and it had been hard to predict, with individual sessions being more popular than group ones. It had been identified that most people had complex needs, among which support with form filling and dealing with health, distance and language issues which had prevented them from visiting the Brent Civic Centre. Ms Kivett presented two case studies to the Committee – one related to a Housing Benefit enquiry and

one about an individual referred to Brent Works for support with securing employment.

Ms Kivett informed Members of the Committee that phase two of the Harlesden Hub had been running since March 2017 and it would run until the end of March 2018. She said that the team would then look at what was working well and what could be replicated in other areas of the Borough, with an aim to develop a community hub framework and a business case outlining the process and the resources required. The Committee heard that the third phase would be an on-going delivery of a community-led service.

In response to a question that related to the expansion of the model to other parts of the Borough, Ms Kivett said that Central Middlesex Hospital had been considered and community research had been carried out to determine a model that would be fit for purpose. In addition, the College of North West London had expressed an interest for a pop-up prototype at their Willesden campus.

Members of the Committee enquired about the main reasons why residents were reluctant to visit the Civic Centre and whether officers from other sites, such as the Civic Centre, could exchange practices with colleagues working at the Hub. Ms Kivett said that the team was keen to share the lessons learned and that arrangements had been made for Customer Services staff to work at the Hub for a day so they could take their learning back to their colleagues. However, Ms Kivett acknowledged the danger of replicating the Civic Centre and the One Stop Shop models and this was seconded by a Member of the Committee who said that community empowerment and involvement had to remain the drivers behind the Harlesden Hub. As far as reasons for not coming to the Civic Centre were concerned, physical ability, cost of travel and cultural barriers were seen as main deterrents.

A Member of the Committee asked if the issues mentioned in the case studies could not be dealt with at elected Members' surgeries and if it would be helpful to collaborate with Members. Ms Kivett said that this was a good suggestion and the Committee heard that councillors from the Harlesden ward had been holding their surgeries at the Harlesden Library.

**RESOLVED that**

- (i) The contents of the Delivering the Next Phase of the Harlesden Community Hub report, be noted; and
- (ii) An update on the outcomes from the second phase of the Harlesden Community Hub be provided to a future meeting of the Committee.

**8. Draft 2017/18 Equality Strategy Action Plan**

Andreyana Ivanova (the Council's Head of Equality) introduced the Draft 2017/18 Equality Strategy Action Plan. She informed Members that it followed the format of the 2016/2017 Equality Strategy Action Plan, with Equality Objectives (EOs) linked to Brent 2020. She explained how the action plan was structured and said that the Red, Amber, Green (RAG) status would be added for the progress updates. Ms Ivanova pointed out that the action plan was informed by relevant recent research

and reports produced by the Equality and Human Rights Commission, Women's Budget Group and Runnymede Trust. The draft plan also incorporated recommendations made by the Equalities Committee and feedback from various staff working groups and forums.

The Chair drew the Committee's attention to EO3 and asked Ms Ivanova if she had considered submitting an application for the Best 100 Race Employers, a new accreditation awarded by Business in the Community. Ms Ivanova said that she had this action in her work plan but didn't want to make a public commitment before she had reviewed the requirements for the submission and the feasibility to meet the tight deadline of 2 June 2017. She also commented on the Stonewell Workplace Equality Index (submission due September 2017) which illustrated well the Council's improvement on a yearly basis. The Committee also agreed that Dementia should be added to the 2017/18 Equality Strategy Action Plan.

A Member of the Committee asked a question that related to staff surveys that used to be conducted. Mildred Phillips (Head of Employee Services) responded that a 'mini' survey had been carried out in 2012 and no surveys had been carried until the Your Voice 2016 Equality Analysis. Members of the Committee enquired about the feedback from the Your Voice 2016 survey and Ms Andreyana Ivanova advised that from her recollection the Committee had received a presentation on this item in one of the previous meetings. She agreed to double check and forward the paper to the Committee via an email.

The Committee also enquired about the progress of the Aspire Leadership and Development programme that was launched in March 2016. Mildred Phillips who attended on behalf of David Veale, Director of Human Resources and Organisational Development, responded that the first cohort had just completed it. It was aimed at officers ranging from PO1 to PO8 levels and mixed feedback had been received, particularly in relation to the quality of some of the tutors. Ms Phillips explained that the external provider delivering the sessions had been changed.

**RESOLVED that**

- (i) The contents of Draft 2017/18 Equality Strategy Action Plan be noted;
- (ii) A progress update on the Aspire Leadership and Development programme be provided to the next meeting of the Equalities Committee; and
- (iii) A progress update on the work carried out following the Your Voice 2016 survey be provided to the next meeting of the Equalities Committee;

**9. Progress update on the work with Eastern European communities in Brent (verbal update)**

Andreyana Ivanova (the Council's Head of Equality) provided a verbal update on the progress of the work undertaken with Eastern European communities living in Brent. She informed Members that the Eastern European Fair on 17 June 2017 would take place at Sudbury Primary School. She explained that the event planning had been supported by the recently established network of local Eastern European organisations which had grown by 11 members since the initial roundtable meeting.

The Committee heard that, as part of this network, the partners had had the opportunity to learn about grants and capacity building, while Brent had been able to get about a better understanding of the needs of these organisations and their service users, and to map out what services they offer locally.

The Chair shared her reflections from the meeting with the Romanian Ambassador which had been hosted by the Mayor (Councillor Ahmed). She emphasised the importance of noting how important Eastern European communities were as well as the fact that the Council's door was open to them.

Councillor Davidson expressed concern that he had not been invited to meet the Romanian Ambassador and requested to be given the same contact details of organisations and individuals as provided to the Chair and other elected Members. He expressed his desire to attend the event on 17 June 2017 and he said that he was willing to invite Polish faith groups and Romanian community groups. The Chair apologised for not inviting Councillor Davidson and stated that she would ensure all Committee Members would be invited to future relevant meetings. Althea Loderick (Strategic Director, Resources) clarified that the Mayor of Brent had hosted the Romanian Ambassador visit and it had not been a public meeting. It was agreed that Councillors McLennan and Davidson would jointly host the event on 17 June 2017 and all elected Members would be invited to attend.

**RESOLVED that**

- (i) The verbal update on the work with Eastern European communities in Brent be noted; and
- (ii) A progress report to be provided to the autumn meeting of the Committee.

**10. Any other urgent business**


There was no other urgent business.

**11. Date of next meeting**

The date of the next meeting of the Equalities Committee would be confirmed at the Annual Council Meeting on 17 May 2017.

The meeting closed at 8.21 pm

COUNCILLOR MARGARET MCLENNAN  
Chair

 <b>Brent</b>	<b>Equalities Committee</b> 12 September 2017  <b>Report from the Director of Performance, Policy &amp; Partnerships</b>
For Information	Wards Affected: All
<b>European Union Referendum Implications for Brent</b>	

## 1.0 Summary

- 1.1 This report provides an overview of the implications of the UK's departure from the European Union. While much depends on the two-year negotiation process currently underway and the economic health of the UK (including what this will mean for EU nationals living and working in Brent, and the impact on local business), the report notes likely practical consequences to legislation which affects the council, as well as EU-funded projects.

## 2.0 Recommendation(s)

- 2.1 The Equalities Committee is asked to:
- note the findings of this report
  - approve a briefing for councillors on this topic.

## 3.0 Detail

- 3.1 On 23 June 2016, the UK voted in a referendum to leave the European Union (EU). On 27 March 2017, the Prime Minister triggered Article 50 of the Treaty of Lisbon, beginning the formal two year process for leaving the EU.
- 3.2 In June the UK and the EU began negotiating the terms under which this departure will take place. This is a complex process which will last around two years, and while statements have been made about hoped-for outcomes on each side, the outcome cannot be known – particularly as the UK potentially faces political instability following the June 2017 general election, weakening the negotiating position of the current Government. For example, it is possible that a period of up to three years will be agreed to enable a smoother transition to the arrangements agreed by the end of the negotiations in March 2019, though Downing Street has stated that this will not include free movement of people in its current form.

- 3.3 Both sides have expressed a preference for protecting the rights and status of EU citizens currently living in the UK. In June 2017, the Prime Minister announced plans for EU nationals living in the UK for five years would get "settled status", with access to health, education and other benefits. Those who have not yet reached five years would be entitled to stay on until they reach the threshold for settled status, while those arriving after the cut-off date (which could be any time between March 2017 and March 2019) would be given a "grace period" to obtain a work permit or return to their home countries. The right to apply for settled status would be extended to family members as well. Even after Brexit, EU citizens might be able to move to the UK during a possible transition period (as mentioned above), though they would need to be registered. After full implementation of Brexit, it is likely that a work-permit scheme would be put in place for workers from EU states.
- 3.4 However, this will also be subject to negotiation with the EU (which has made clear that it does not feel the UK's proposals provide adequate protections for EU citizens) and agreement on the rights of Britons living in member states. Immigration policy beyond Brexit is not known, though an Immigration Bill is planned for this Parliamentary session.
- 3.5 Along with rights to live and work in the UK, another factor which is likely to affect the decisions of EU nationals is the economy in the UK and in their country of origin, as well as the relative strength of their respective currencies. Again, this is impossible to predict with any certainty.

#### EU Law

- 3.6 EU laws affect a wide variety of the council's activity. The European Union (Withdrawal) Bill will enshrine all existing law into UK law at the point of Brexit, following which this will be reviewed and amended by Parliament. Additionally, secondary legislation will be used by ministers to amend these laws where necessary for them to work post-Brexit, e.g. to set up replacement processes or bodies.
- 3.7 There are a number of areas in particular where the law affecting the council's activity will be affected. These are:
- Environmental requirements regarding air quality, environmental assessments for planning, and protection of bio-diversity. This includes national fines for poor performance against air quality standards, as well as standards for municipal buildings and energy.
  - Rules for how waste must be collected, transported, recovered and disposed of, and recycling and recovery targets for 2020. These include requirements governing permits, registration, and inspection, as well as for measures to encourage the prevention or reduction of waste by means of recycling, re-use, reclamation, or use as a source of energy. There are also specific requirements for certain types of waste, including electrical equipment, vehicles, batteries, and hazardous waste.

- Trading standards and regulatory services, including regulatory services, consumer protection, trading standards, including food safety, licensing, product safety, fair trading, and weights and measures.
- Procurement, including publication in the Official Journal of the EU of tenders worth over 209k euros. These currently keep the public procurement market open across the EU, inkeeping with free movement requirements, and require public procurement to focus on value for money considerations. They also facilitate involvement of small and medium-sized businesses, and set requirements for the social and environmental aspects of procurement. (It should be noted that that public procurement is also subject to World Trade Organisation agreements, which the UK may choose to sign following its exit from the EU, given that other signatories include key future trading partners such as the USA, Canada, and Japan.)
- Rules about aid to businesses, including tax reliefs and exemptions. The current regulations prevent the Government from providing state aid, tax relief, and tax exemptions of over £200,000 in any three year period. (WTO rules in this area will continue to apply in the UK after Brexit.)
- Treatment of council services for VAT, and the system by which HMRC reimburses councils for VAT.
- Public availability of information about the council, and the treatment of personal data. This will shortly include the General Data Protection Regulation, which will apply to the processing and sharing of personal and sensitive personal data. There is an obligation to provide comprehensive privacy policies, and internal records of processing activities must be maintained. New provision for children's personal data is included, and there are specific rights for individuals, including:
  - The right to be informed
  - The right of access
  - The right to rectification
  - The right to erasure
  - The right to restrict processing
  - The right to data portability
  - the right to object
  - Rights in relation to automated decision making and profiling
- Transport, including commissioning, concessions regimes, road safety (including limits on drivers' hours), passenger rights and disabled access. This also covers electric charging points and HGV road tolls. (There is funding for local authorities with major road or rail corridors through the EU Connecting Europe Facility.)
- Freedom to invest in particular financial products. EU rules regulate which financial products local authorities can invest in, and the level of expert advice they must receive before investing.

- Employment and workforce (relevant to councils in their capacity as employers). EU law requires employers to provide workers with a statement of terms and conditions for workers. The EU working time directive states a maximum number of hours for a working week, and daily rest periods. There are also equal treatment rights for part-time, fixed-term, and agency workers, and rights relating to holiday pay, TUPE protection, equal pay, maternity rights, parental leave, and discrimination.
- 3.8 There may be opportunities to influence how these are amended through lobbying, in collaboration with the rest of local government, to improve how legislation works for the council. For example, procurement rules could be more flexible regarding use of local contractors, and allow for greater negotiation with suppliers.
- 3.9 In addition, the repatriation of powers from the EU to the UK will provide opportunities to consider devolution of these to levels below Westminster, including to local level. However, these will be longer term concerns.

#### Funding and Grants

- 3.10 The Government has committed to meeting existing funding agreements from EU sources following Brexit. Brent is part of two projects receiving EU funding, through the European Social Fund (ESF), which are focussed on supporting people into employment in an area of high unemployment and inactivity. Working People, Working Places (for which the Living Room on St. Raphael's estate is a pilot) is funded until December 2018. To continue beyond this point, alternative funding will have to be sourced to replace the ESF grant.
- 3.11 The Mental Health Trailblazer is a pilot project being rolled out across seven boroughs including Brent, and seeks to integrate employment and low-level mental health support. It is due to run until December 2018, and any extension would also require alternative funding.
- 3.12 After Brexit, there may be scope for the UK to buy into some future EU funding programmes, other than the structural funds.

#### EU population and service users in Brent

- 3.13 According to the 2011 Census 11.5% of Brent's residents (35,649) were born in the EU. According to the annual International Passenger Survey, after ten years of steady growth in the numbers of EU nationals in Brent, in 2015 this dropped sharply, to numbers similar to those in 2008 (39,000, or 12%, though the confidence intervals for these data sets are large). If the modelled estimates are correct, the change in Europeans living in Brent between 2014 and 2015 was largely in residents born in the Czech Republic, Estonia, Poland, Hungary, Latvia, Lithuania, Slovakia and Slovenia. Polish people made up the majority of these EU residents in Brent. There may have been economic reasons for this change.



- 3.14 In 2014, 37% of births were to mothers born in Europe. This also decreased in 2015, to 23.3%.
- 3.15 EU nationals therefore comprise a proportion of customers and service-users for the council and its partners. They are under-represented amongst adult social care clients, and housing and council tax benefits claimants, while European migrant workers make up a large proportion of rough sleepers in the borough, and anti-social behaviour hotspots in certain areas have been connected to these workers.
- 3.16 Spikes in hate crime have occurred in relation to Brexit events, such as the referendum, and could happen again during the negotiations. Brent is currently developing a new strategy to strengthen communities and cohesion, and champion the needs and rights of EU nationals living in the borough.
- 3.17 Demands on services will obviously change as the demographic makeup of the borough itself changes, though these are difficult to predict at this point.

#### Council workforce

- 3.18 The council does not collect nationality data on its employees. However, in the 2011 Census, 69% of those identifying as White Other were EU nationals, so this may be used with caution as a proxy (bearing in mind that it will also include others such as Australians and South Africans).
- 3.19 Of the direct council employees disclosing their ethnicity at recruitment, 10% identified as White Other. The proportion varies by department, with only 7.6% in Community Wellbeing, increasing to 13.4% in Children and Young People. In particular, the Early Years team is concerned about the impact of Brexit as many Early Years staff are from EU countries and recruitment and retention of Early Years practitioners may be affected.
- 3.20 In common with the local NHS and the drugs and alcohol sector, the council will have to contend with the challenge of recruiting to jobs where EU nationals have been a key component of the workforce, if their numbers continue to drop in the borough, and if the UK does indeed leave the Single Market.
- 3.21 It should be noted as well that employment is another area where current UK law is influenced by EU law, and therefore there will be scope for the future obligations of the council as an employer to change. The council may wish to act with the sector to lobby for flexibility in new immigration regimes to ensure a continued supply of labour, as well as acting to increase the attractiveness of such roles to UK nationals, and their ability to fill them.

#### Business

- 3.22 Small- and medium-sized enterprises (SMEs) form the vast majority of business in Brent. It is not known the extent to which they trade with EU countries or employ EU nationals, both of which are will likely be affected by Brexit.

However, any economic downturn would result in reduced business rate revenue for the council, which will be its main source of income by 2020.

3.23 SMEs in West London have identified areas which they wish to see councils prioritise as a result of Brexit:

- Business support in the form of funding, advice, and training
- Reduce business rates
- Reduce regulations/red tape to create a more entrepreneur friendly environment
- Active listening and cooperation with the business community
- Infrastructure investment, such as Old Oak and Crossrail 2, and
- Boost local procurement, particularly accessibility to SMEs.

3.24 The council will therefore need to plan for how it may deal with reduced business rates income, and activity it wishes to take to support SMEs. In addition, it could consider attracting larger businesses into Brent – as noted above, there could be scope in the future to further incentivise them (if rules on state aid are relaxed following review of EU-derived legislation). Additionally, the LGA has identified that councils can play a role in striking trade deals with other parts of the world, which Brent may wish to investigate.

### Housing

3.25 The Mayor of London revealed in February 2017 that 27% of the construction workforce in London is from the EU, and an extra 13,000 new workers are needed each year until 2021 in order to meet demand. If the UK leaves the Single Market and cannot secure short- to medium-term continued access to migrant labour, this will have major implications for the costs and supply of affordable homes. Economic uncertainty may also affect house prices, and in turn market rents and affordable rents as well.

## **4.0 Financial Implications**

4.1 The financial implications following the results of the referendum to leave the European Union are far reaching as this report highlights. It is not possible at this time to quantify the possible implications of the referendum.

## **5.0 Legal Implications**

5.1 The legal implications following the results of the referendum to leave the European Union are far reaching as this report highlights. It is not possible at this time to fully assess the legal implications of the referendum.

## **6.0 Equality Implications**

6.1 The equalities implications following the results of the referendum to leave the European Union are far reaching as this report highlights. It is not possible at this time to fully identify and assess the equalities implications of the referendum.

## **7.0 Staffing/Accommodation Implications (if appropriate)**

- 7.1 There are no direct staffing/accommodation implications arising for this information paper, other than the ones already highlighted in the main body of the report.

### **Contact Officers**

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 <b>Brent</b>	<b>Equalities Committee</b> 12 September 2017  <b>Report from the Head of Equality and the Head of Strategy &amp; Partnerships</b>
For Information <span style="float: right;">Wards Affected: ALL</span>	
<b>Progress report on the Council's work with Eastern European communities</b>	

## 1.0 Background

- 1.1 Brent is one of the most culturally diverse boroughs in London and the UK. Our long history of cultural diversity is one of our greatest strengths — an asset valued by those who live and work here. People from Black, Asian and Minority Ethnic (BAME) backgrounds now make up 66 per cent of the total population. We continue to welcome new communities today, such as the growing Eastern European, Latin American and Filipino populations. We are proud of our historic ability to welcome different cultures, support their integration and create a context in which people from different backgrounds and cultures feel they get on well together. The cultural diversity of the borough and the cohesion between its different communities are major strengths and assets of Brent.
- 1.2 Eastern Europeans are the largest emerging community in Brent, with Polish and Romanian residents being the two biggest community groups. There is a high concentration of Eastern European residents living in Neasden, Harlesden and Wembley.

- 1.3 In September 2016 Brent Council established a Task and Finish working group to look at the socio-economic barriers and challenges experienced by Eastern European communities living in Brent. In November 2016 the Council held a round table discussion, with 15 external organisations, partners and community groups working with local Eastern European Communities being invited.
- 1.4 Based on the available data and shared information, the group agreed five draft recommendations that were subsequently endorsed by the Equalities Committee with one addition in recommendation 3 (schools):
1. Hold a round table discussion with organisations working with Eastern European communities. **(Completed)**
  2. In partnership with Volunteering Brent, community and voluntary sector and other local organisations, to provide support and training to capacity-build the voluntary organisations/charities working with local Eastern European communities. Additionally, to support the recruitment and training of Brent staff and other volunteers. **(Ongoing)**
  3. In partnership with organisations working with Eastern European communities, to hold at least two local drop-in sessions in local churches, cafes, schools and community hubs, across a wide range of themes including: residence rights, employment rights, employability, personal and social skills, housing, health and wellbeing (e.g. drugs and alcohol, smoking cessation, mental health). **(Autumn 2017)**
  4. Hold an Open Door event for Eastern European communities to provide information on relevant Council services and services provided by local organisations. **(Completed)**
  5. Working with Advice4Renters to offer tailored information, advice and assistance for Eastern European residents. Also, to design and translate into the main Eastern European languages a leaflet to be used by Advice4Renters when engaging with the target communities. **(Completed)**
- 1.5 There was one recommendation on carrying out an additional ethnographic research to inform the outreach work and the other work streams of the working

group, if required. After consulting with Eastern European organisations, it was agreed that there is sufficient information to commence with the outreach work and the implementation of the rest of the recommendations.

## **2.0 Recommendation**

- 2.1 The Equalities Committee is asked to note the progress update and next steps on the Council's outreach work with local Eastern European communities.

### **3.0 Detail**

**Recommendation 1:** Hold a round table discussion with organisations working with Eastern European communities **(Completed)**

- 3.1 Since the first round table meeting at which 15 organisations and local groups were invited, an informal Eastern European network has been established and has been / is involved in delivering the rest of the recommendations.
- 3.2 During the Council's engagement and outreach work over the past four months, additional 13 organisations, community and volunteer groups have been identified and added to the Eastern European network distribution list. There are already some very positive examples of joint working between network members.
- 3.3 The Council will continue to meet with the expanded Eastern European network on a regular basis with the aim to develop a sustainable and self-sufficient social infrastructure for local Eastern European residents.
- 3.4 All 28 organisations and groups have expressed an interest in engaging with Brent Council on an ongoing basis and have identified capacity-building, particularly around governance and access to available training and funding, as one of their main needs.

**Recommendation 2:** In partnership with Volunteering Brent, community and voluntary sector and other local organisations, to provide support and training to capacity-build the voluntary organisations/charities working with local Eastern European communities **(Ongoing)**

- 3.5 As part of the work of the established and expanding Eastern European network, the Council is carrying out a service mapping exercise to identify the type of services and facilities available to Eastern European residents.



3.6 The initial findings show that there is a range of support and services provided to one or more of the local Eastern European communities (see below). It should be noted, however, that not all organisations and services are based in Brent.

- Poverty and destitution:
  - welfare and housing information
  - advice and advocacy
- Immigration advice
  - temporary and permanent residence
  - citizenship applications
  - rights of EU citizens
  - refugee advice
- Employment rights
  - education and youth
  - work and retirement
  - bullying at work
- Children services and single parents support
  - language support
  - benefits advice
  - single parents support and childcare
  - domestic violence
  - social isolation
  - child abuse
- Health related advice and information
  - support, advice, guidance on sexual health matters
  - tackling health inequalities
  - mental health awareness
- Tackling loneliness and social isolation
- Education, cultural exchange and folklore (e.g. dance workshops, social dancing).

3.7 Members of the Eastern European network are either supporting one particular nationality or have a broader remit working with a number of different communities. A few of them are also working with communities outside of Eastern Europe (Greek, Cypriot, Italian).

- 3.8 Less than 25% of the Eastern European network members are registered charities and the others vary in size, funding and resources available to sustain and offer their services to a wider audience. This means that the networks' needs and capacity vary considerably.
- 3.9 All organisations have expressed an interest to participate in the capacity building programme designed specifically to support and assist these groups.
- 3.10 Organisations will be invited to complete a health-check audit covering governance, funding, charity registration, networking, project delivery etc. The results will help shape the bespoke capacity building training. The audit is due to be completed by the end of September 2017.
- 3.11 CVS Brent will deliver the capacity building training across a variety of areas which will be held at central and local venues.
- 3.12 Organisations will also be invited to the Voluntary Sector Forum meetings held each quarter.

**Recommendation 3:** In partnership with organisations working with Eastern European communities, to hold at least two drop-in sessions in local churches, cafes, schools and community hubs **(Autumn 2017)**

- 3.13 The drop-in sessions will be held in the autumn, with the support of the Eastern European network and other local partners. This will further embed the partnership built through the network and utilise the skills, knowledge and experience of the organisations. It will also widen our reach when establishing engagement and relationship with communities.
- 3.14 At the Eastern European Fair (see Recommendation 4) we carried out an anonymised mini survey to help inform our drop-in sessions and tailor our approach as required. Respondents' feedback indicated that they would welcome information

on ESOL classes, permanent residence and citizenship, voting and elections, welfare support, employment opportunities and training, health services. One of the drop-in sessions will be specifically targeted at the Gypsy and Roma communities living locally.

3.15 The planning of the drop-in sessions has commenced and an update will be provided at the next Equalities Committee meeting.

**Recommendation 4:** Hold an Open Door event for Eastern European communities to provide information on relevant Council services and services provided by local organisations **(Completed)**

3.16 Brent's first Eastern European fair was held on 17 June 2017 at Sudbury Primary School and was co-hosted by Cllr McLennan, Chair of the Equalities Committee and Cllr Davidson, Deputy Chair of the Equalities Committee. The free event included cultural entertainment, a traditional food market, advice and information stalls and workshops on different topics (housing, employability, family support, arts and crafts), and children's and families activities.

3.17 More than 600 guests attended the event, the significant majority of whom were from the Romanian, Bulgarian, Polish, Albanian and Hungarian local communities. The Mayor of Brent, Cllr Bhagwanji Chohan, the Leader of Brent Council, Cllr Muhammed Butt and a number of other Councillors joined Brent's celebration of the positive contributions and success stories of Eastern European communities living in Brent.

3.18 Barry Gardiner MP and representatives of nine Eastern European embassies including the Romanian Ambassador were also in attendance. All officials confirmed their willingness to be involved in future events and initiatives for Eastern European communities.

3.19 The event was supported by members of the Eastern European network, Eastern European businesses and nine community volunteers (eight from the Romanian community).

**Recommendation 5:** Working with Advice4Renters to offer tailored information, advice and assistance for Eastern European residents **(Completed)**

3.20 Advice4Renters already have an established working relationship with the Council and receive funding to deliver housing advice and information services to local residents, including newly emerging communities.

3.21 A series of information and discussion workshops lasting approximately 1.5 hours are being offered called 'Just Renting' covering tenancy types, disrepair, rent, tenancy rights. Sessions will be run both daytime and evening in venues across the borough to ensure as wide attendance as possible. Organisations are also able to request and host a session for local residents. All sessions are facilitated by Advice4Renters.

3.22 The Council supported Advice4Renters with the design and translation of a tenants' rights information leaflet in five Eastern European languages to help them to engage more effectively with Eastern European residents.

3.23 The Private Sector Licensing team have also developed a more tailored approach to engaging with these communities and are now working more closely with Advice4Renters. Both organisations were present at the Eastern European Fair.

### **Summary of key findings and lessons learnt**

3.24 In December 2016 and February 2017, the Equalities Committee received two reports on the findings of the Task and Finish Group on Eastern European

Communities, and on the Impact from Brexit on EU residents. This report is focusing on work carried out since then.

3.25 The below findings are based on the information provided by network members and internal stakeholders, as well as quantitative and qualitative analysis of residents' feedback received at the Eastern European Fair (11% response rate).

#### Engagement with the organisations, groups and volunteers

3.26 At the meetings with the organisations, groups and volunteers supporting the Eastern European communities the following issues experienced by their clients were identified:

- Uncertainty about the immigration status of their service users
- Barriers accessing information or lack of information in Eastern European languages around nationality and citizenship, voting rights and registration, the UK voting system in general, benefits system and access to welfare support
- Difficulties accessing available training due to the lack of tutors teaching in the Eastern European languages
- Lack of a single point of contact at Brent Council that would facilitate easier communication between the local authority and the Eastern European communities
- Lack of regular events promoting certain services popular among the Eastern European communities, e.g. Employment, Nationality and Citizenship, Health Services
- Lack of available community area where they can socialise, exchange information about services available, and organise community events
- Gypsy and Roma communities present very specific needs and face distinctive access barriers so they require a tailored approach to address these.

3.27 Other engagement initiatives that the Equality and Policy & Partnerships teams were involved in:

- On 31 March Council officers took part in a conference organised by Law Centres UK on Access to services for EU citizens: barriers, opportunities and good practice. Brent also delivered a presentation on housing and EU citizens
- On 7 April and 6 June officers contributed to the Private Sector Licensing research on the effects of licensing on tenants and minority communities
- On 19 April officers were invited to attend Mayor's meeting with the Romanian Ambassador, the Head of Consular Services and Romanian Women in UK
- Officers have also shared good practice examples with the Greater London Authority, London Councils and the London Equalities Network

- On 19 July the Chief Executive of Brent Council was invited to participate in an expert panel discussion on EU nationals living in London and share good practice examples of the Council's outreach work.

#### Key findings from feedback received at the Eastern European Fair (11% response rate)

3.28 The demographic, diversity and socio-economic profile of residents who responded to our anonymised mini survey was broadly in line with the information we hold for our Eastern European communities.

- In terms of their nationality, Polish, Romanian, Bulgarian, Albanian and Hungarian groups represented the significant majority of respondents, and the majority of them had lived in Brent for more than 5 years
- 60% of respondents were women
- Three quarters (75%) of respondents were working age adults. The majority of them were working full / part time (55%), 10% were students, just below 3% were unemployed but looking for work and further 3% were unemployed and unable to work
- 48% held a degree (Bachelor's, Master's or PhD), 21% have done college / vocational training, 12% had high school education and 10% were educated to secondary school level
- 75% were Christian (62% Orthodox and 13% Catholic), followed by 7.3% with no religious beliefs and 2.9% were Muslim
- 61% of respondents did not have dependent children aged 18 or under, while a quarter of them (26%) had
- 79% of respondents said that they did not look after dependent adults (i.e. did not have caring responsibilities)
- 35% of respondents were single, 30% were married and 7% were living with a partner
- 65% of respondents were renting a property (44% in a single occupancy and 21% in a shared occupancy) and 15% were owners or shared owners; 1% lived in social housing and 0% identified themselves as homeless
- 29% of residents had a permanent residence, 20% were naturalised (British Citizens) and 22% identified as temporary residents / qualified persons. 13% did not answer this question
- 63% of respondents said that they would like to remain in the UK, 13% were likely to leave the UK and 12% were not sure
- When asked if they have experienced unfair treatment on the grounds of their nationality or ethnicity, the great majority answered No (80%), 11% were not sure and 7% answered Yes.

#### Access to services

3.29 When asked which Brent services respondents had accessed, the top six answers were:

- None (22%)
- Schools (16%)
- Libraries (10%)
- Employment and Training (9%)
- Housing (4%)
- Births, Marriages or Deaths (3%)

3.30 When asked what services and support they would like to have access to, the most desirable services were ESOL, permanent residence, citizenship and voting advice, and employment support.

3.31 Of respondents who answered the question related to health services, 37% were registered with a GP, 24% had visited a walk-in centre or had used Ambulance or Emergency services in the past year. 10% had not registered with a GP yet.

## **Next Steps**

- 3.32 The targeted outreach work and engagement initiatives carried to date provided the Council with a better understanding of the challenges experienced by Eastern European residents and the organisations, groups and volunteers supporting them.
- 3.33 The proactive engagement enabled the Council to set up a network of partners via which they can receive and share useful information, identify and realise synergies of joint working. Members will also be able to access a range of capacity building opportunities and apply for grants, with the aim of developing a resourceful and sustainable social infrastructure for Eastern European residents.
- 3.34 Last but not least, the Council has started building trust and an ongoing relationship with the Eastern European communities living in Brent thanks to its engagement initiatives. In order to further develop and maintain this relationship of trust, the Council will have to continue investing time and resources in the work with Eastern European communities. Brent will be submitting a bid for available funding through the Department of Communities and Local Government (DCLG) and will also be exploring opportunities for joint working with other Local Authorities and partners.

## **4.0 Financial implications**

- 4.1 The Task & Finish working group had access to a small pot of money from the Brent Partnerships and Engagement budget to support projects, services and initiatives targeted at emerging communities living in Brent based upon evidenced need. This has been instrumental in delivering the recommendations identified by the working group, along with sponsorship such as free water bottles and cakes for attendees provided by local Eastern European business and groups. Thanks to Eastern European network members, the Council sourced nine volunteers to support officers at the Eastern European Fair.
- 4.2 There will be minor costs associated with the delivery of the drop-in sessions and the regular network meetings but these will be absorbed within the current budget.



However, the ongoing work with Eastern European groups and other emerging communities such as Latin American residents will require an ongoing financial commitment by the Council. It is therefore looking to utilise and tap into available funding opportunities to continue to build on and enhance the good work done so far.

## **5.0 Legal Implications**

5.1 There are no direct legal implications arising from this progress report at this stage.

## **6.0 Equality Implications**

6.1 The aim of the project is to engage and support the new and emerging communities in Brent. In delivering the actions as per the recommendations of the Task and Finish working group, consideration has been given to the needs of disabled residents, people whose first language is not English, parents with children and carers, older residents and young people. Equality considerations and diversity profiling will continue to be monitored as part of the delivery of this project.

## **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 There are no staffing and accommodation implications other than those highlighted in the main body of the report.

## **Background Papers**

None.

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 <b>Brent</b>	<p><b>Equalities Committee</b></p> <p>12 September 2017</p> <p><b>Report from the Director of Human Resources and Organisational Development</b></p>
For Information	Wards affected: ALL
<b>Update on Management Development 2016/17</b>	

## **1.0 Background**

- 1.1 This report gives an overview of management development during 2016 and 2017. The two key programmes implemented during this period are the “Aspire” programme and the “Inspire” Middle Management Development Programme.
- 1.2 The Annual Workforce Diversity Report (2015-16) highlighted the under representation of BAME staff at senior levels within the organisation. Representation at Hay grades has increased from 11% in 2015 to 28% in 2017. BAME groups make up 66% of council staff but are still under-represented at higher grades (43% for grades PO5 and above). These are the cohorts that will feed into more senior roles, so by offering appropriate development at this level, it is anticipated that this will support over time, increased representation of BAME staff at senior levels.
- 1.3 Aspire was run in 2016 and following feedback, a new offering, Inspire was put in place in 2017. Aspire and Inspire are both bespoke leadership development programmes. Aspire comprised of two courses, one for junior managers and one for middle management. The current Inspire programme is running a course for middle managers and a programme for junior management will be commissioned to run at the beginning of 2018.

## **2.0 Recommendations**

- 2.1 The Equalities Committee is asked to note the contents of this report and next steps.

## **3.0 Information about the programmes**

- 3.1 The Aspire programme was linked to two levels of the Chartered Management Institute (CMI) qualification. A) The CMI Level 3 Certificate targeted at the PO1 to PO4 cohort and completed in seven months. B) The CMI Level 5 Diploma targeted at the PO5 to PO8 cohort and completed in 11 months.
- 3.2 Appendix 1 shows the units of the level 3 Certificate and the level 5 Diploma. A number of credits are awarded for the successful completion of each unit. Delegates had to complete 13 credits to be awarded the Certificate level and 38 credits for the Diploma level.
- 3.3 Appendix 2 shows the units covered in the current Inspire middle management development programme. Middle managers were targeted for this course as this is the cohort of managers in the organisation that directly manages the largest number of employees. This group of managers therefore has a significant impact on employee communications, engagement and well-being. The course focuses on building trust, employee engagement and a coaching approach to management to develop high performing teams. It was decided not to link this course to a specific qualification although the course is positioned at CMI level 5. This is because one of the learning points from Aspire was that candidates became very focused on the qualification and not so focused on the different management tools and techniques.

#### **4.0 Application and Selection Process**

- 4.1 For Aspire, employees were invited to express an interest through the submission of a personal statement which was endorsed by their line manager and supported by their Head of Service. Final selection was made by the respective DMTs which included a review of ethnicity, grade, service area, progression readiness, conduct and future talent in the organisation. An HR Manager attended all the DMTs to ensure fairness and transparency in the decision making process. It is worth bearing in mind that when Aspire was launched, there had been very little management development activity over the previous two years. A 103 applications were received in total of which 72 were for Level 3 and 31 for Level 5. In total 25 applications were selected for Level 3 and 7 for Level 5. Both the Level 3 and Level 5 programme started at the same time in March 2016. The Level 3 was completed by October 2016 and the Level 5 by February 2017. Overall across the two programmes there was 48% BAME representation, 30% male to 70% female and 7% of participants disclosed a disability.
- 4.2 For Inspire, expressions of interest were invited from the middle management cohort. Candidates had to complete an application form and personal statement which tested their values against those of the council. Applications had to be signed by the service head, operational director and strategic director. Applications were reviewed by a small group including a Strategic Director and the Director of HR & OD. The review was primarily of the content and quality of the application form. Ethnicity, grade, service area, progression readiness and conduct were also taken into account. CMT reviewed recommendations and made a final decision on candidates. There were 35 applicants for the programme and two cohorts of 15 selected from the applicants. The launch event was at the end of May 2017 and the

modules will be completed in January 2018. For this programme, there are 28% BAME, 40% male to 60% female and none have disclosed a disability.

## **5.0 Programme Feedback**

- 5.1 Two delegates left the Level 3 programme before completion. One was due to a resignation from the council and the other due to a career break. Three delegates left the Level 5 programme. Two cited the pressure of work and another resigned from the council but agreed to continue with the programme.
- 5.2 The outcomes from the courses were that at level 5, six people obtained their diploma and after a short assessment process one of these has obtained chartered membership of CMI. At level 3, 23 people obtained a certificate. These are very good results and 100% success rate for those that completed the course and their qualification work.
- 5.3 Some Level 3 delegates felt that the course was too easy and below their capability level and, as such, they were not stretched enough. The Level 3 delegates also found it difficult to balance work and study and often cited work pressures for not completing assignments on time. Some delegates also struggled with adjusting to independent learning as they had not previously studied for a number of years. To help alleviate the pressure, it was suggested the council allocate some study time to assist with completion of the course.
- 5.4 Level 5 candidates seemed to find their course more intellectually stimulating and generally enjoyed it. They too found it a challenge to balance work, course work and essays associated with the qualification. They really enjoyed the presentations although they reported that there were some duplications across a couple of the modules and felt internal communications with the training provider could have been much better. They have taken learning back into their work e.g. "I've really changed the way I do my one to ones and appraisals". One of the main positives was the networking amongst themselves and they felt the course was definitely worth doing. It will take a while for the learning to be embedded and taken back to the workplace but in a feedback session with the candidates they all felt more confident in dealing with their management responsibilities. For example, one manager in customer services was directly responsible for developing the "Customer Promise" and rolling this out across the council.
- 5.5 Since the completion of Aspire, at level 5, one person has been upgraded, one is in an acting up position and one has been promoted into a new role. Of these three, two are BAME. At level 3, eight have seen grade increases of up to two grades and two increases of three grades. This includes two promotions, one acting up and one secondment. Of these ten employees, seven are BAME.
- 5.5 The launch event and module 1 have been completed for the Inspire Middle Management Development Programme, and feedback so far has been excellent. More detail will be provided at a future committee meeting.

## **6.0 Evaluation and Review**

Key points to consider for ongoing review bearing in mind that some answers to questions will not be known for months/years.

1. Is the programme achieving its objective of identifying and supporting ambitious and talented employees from BAME groups under represented at senior grades to progress in their careers?
  - Number of programme participants progressing to more senior grades within the council within two years.
  - Numbers and types of jobs applied for and success rate.
  - Number of programme participants who rate the programme as having a positive impact on their career prospects.
  
2. What are the factors that have contributed to the success or otherwise of the programme?
  - Surveys of programme participants, coaches and other relevant stakeholders.
  - Reviews of other relevant information such as whether jobs suitable for participants were advertised by the council, whether participants secured jobs outside the council and what types of jobs.
  
3. Is the original rationale for the scheme still valid i.e. are some BAME groups still under-represented at senior grades?
  - Profile of different BAME groups across all council grades, including proportion of employees graded PO5 and above compared with the council workforce.
  - Monitoring the diversity profile (e.g. gender, disability) of employees graded PO5 and above to identify if there other under-represented groups at senior grades.
  - Answering positively to questions relating to issues such as career progression.

## **7.0 Next Steps**

- 7.1 Leadership Development reflects the Council's broader commitment to its public sector equality duty set out in Section 149 of the Equality Act 2010, including the Council's duty to advance equality of opportunity and foster good relations between different groups with protected characteristics.
  
- 7.2 The intention is to commission a range of management and leadership programmes and link these where possible and appropriate to higher level apprenticeships. The first programme for middle management development was launched in May 2017. The next programme to be commissioned will be for junior management and then one for the senior management cohort. In the meantime, two one-day sessions of a coaching approach to management have been piloted to very positive feedback. It is intended to roll this out initially for junior managers.
  
- 7.3 To add to this picture, a portal called "My Development" has been implemented for all employees. This is a rich source of information, learning, self-assessment modules, video clips and career development for people to use at any time. The

purpose of the portal is to help people reflect on their future skills and career development and take ownership of their growth and development.

**Contact Officer**

David Veale

Director of HR and Organisational Development



## Appendix 1 Aspire Course Content Outline

<b>CMI Level 3</b>		
Mandatory	<b>Personal Development as a People Manager</b>	<ul style="list-style-type: none"> <li>• Indicative content</li> <li>• Self- assessment against Brent competency framework or similar</li> <li>• Raising self -awareness</li> <li>• Building good relationships</li> <li>• Personal resilience</li> <li>• Links between organisation and personal objectives</li> <li>• Personal development plan – including range of learning opportunities identified</li> <li>• SMART objectives</li> <li>• Prioritisation and planning</li> <li>• Team welfare</li> </ul>
Mandatory	<b>Meeting Stakeholder needs</b>	<ul style="list-style-type: none"> <li>• Understanding who my stakeholders are and what they need</li> <li>• How the team objectives meet stakeholders needs</li> <li>• How commitment is gained               <ul style="list-style-type: none"> <li>• From team</li> <li>• From stakeholders</li> </ul> </li> <li>• Critically review working practices to ensure fit for purpose</li> <li>• Identify improvements and changes required</li> <li>• Implement changes</li> <li>• Review effect of the changes implemented</li> </ul>
Optional	<b>Resource Planning</b>	<ul style="list-style-type: none"> <li>• Understanding the resources you manage</li> <li>• Exploring service costs</li> <li>• Resource planning – factors that impact</li> <li>• Information sources</li> <li>• Relevant and accurate</li> <li>• Trends</li> <li>• Change in strategy</li> <li>• Working practices</li> <li>• Using resources wisely</li> <li>• Monitor, record, control</li> <li>• Tools and techniques</li> <li>• Best practice</li> <li>• Sharing success</li> </ul>
Optional	<b>Improving Team Performance</b>	<ul style="list-style-type: none"> <li>• Managers role</li> <li>• Underpinning principles of Performance Management</li> <li>• Legislation that impacts</li> <li>• The difficult conversation</li> <li>• 1:1 reviews – best practice</li> <li>• Personal Improvement plans</li> <li>• Informal and formal action</li> <li>• Discipline and grievance</li> <li>• Support for the manager</li> <li>• Recognising good performance</li> </ul>

<b>CMI Level 5</b>		
<b>Me and the Organisation</b>	<b>Role of the People Manager</b>	<ul style="list-style-type: none"> <li>• Self -assessment against Brent behaviours, competencies and values</li> <li>• Raising self -awareness activities</li> <li>• Personal beliefs, values, attitudes</li> <li>• Personal resilience</li> <li>• Emotional Intelligence</li> <li>• Communication skills</li> <li>• Task versus management</li> <li>• Time Management</li> </ul>
	<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Understanding the bigger picture</li> <li>• Difference between Management and Leadership</li> <li>• Selling the organisations strategy – taking your team with you</li> <li>• Situational Leadership</li> <li>• Action Centred Leadership</li> <li>• Flexing leadership style</li> <li>• Pull and push – managing upwards</li> </ul>
<b>Our People</b>	<b>Understanding your people</b>	<ul style="list-style-type: none"> <li>• Motivation</li> <li>• Transactional analysis</li> <li>• Valuing Diversity</li> <li>• Unconscious bias</li> <li>• Understanding Equality</li> <li>• Team development</li> <li>• Team skill scan</li> <li>• Team development plan</li> <li>• Wellbeing</li> </ul>
	<b>Developing your people</b>	<ul style="list-style-type: none"> <li>• How individuals learn</li> <li>• The development conversation</li> <li>• Range of development Matching need</li> <li>• Competence and commitment</li> <li>• Behaviours</li> <li>• Coaching</li> </ul>
<b>Our Performance</b>	<b>The operating environment</b>	<ul style="list-style-type: none"> <li>• Money in</li> <li>• Money out</li> <li>• Strategic priorities</li> <li>• Savings and efficiencies</li> <li>• Understanding governance</li> <li>• Political landscape</li> <li>• Working with members</li> <li>• The part you play</li> <li>• Resource management</li> <li>• Commercial awareness</li> <li>• Analysis and decision making</li> </ul>
	<b>Performance management</b>	<ul style="list-style-type: none"> <li>• Underpinning principles</li> <li>• Legislation</li> <li>• Dealing with poor performance</li> <li>• The difficult conversation</li> <li>• Recognising good performance</li> <li>• Informal action</li> </ul>

		<ul style="list-style-type: none"> <li>• Formal action</li> <li>• Discipline and grievance</li> <li>• Support for the Manager</li> </ul>
	<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Project principles and documentation</li> <li>• Phases of a project and roles</li> <li>• Tools and techniques for effective planning</li> <li>• Stakeholder analysis and management</li> </ul>
<b>Our Future</b>	<b>Building the future</b>	<ul style="list-style-type: none"> <li>• Impact of change</li> <li>• Leading people through change</li> <li>• Stakeholder analysis</li> <li>• Stakeholder engagement</li> <li>• Customer focus</li> <li>• Delegation and responsibility</li> <li>• Inclusive approaches</li> <li>• Influencing skills</li> <li>• Ideas and innovation</li> <li>• Engagement strategies</li> </ul>
	<b>Growing the Future</b>	<ul style="list-style-type: none"> <li>• Sustaining a high performing team</li> <li>• Developing networks</li> <li>• Sharing best practice</li> <li>• Continuous Improvement</li> <li>• Tool and techniques</li> <li>• Harnessing technology</li> <li>• Talent management</li> <li>• Succession planning</li> <li>• The mentoring organisation</li> <li>• Nurturing innovation</li> </ul>

## Appendix 2 Inspire Middle Management Development Course Content Outline

Launch Event	<p>All candidates complete:</p> <ul style="list-style-type: none"> <li>• <b>Facet 5</b> – Candidates will learn their natural strengths and preferences, as well as potential risks and derailers.</li> <li>• <b>Truth teller</b></li> <li>• More about your reputation: how people see you in your workplace. Those giving feedback have to own it as they are identified to the candidates.</li> <li>• Candidates receive feedback ahead of launch event and how to use the feedback given.</li> <li>• The context for the programme, and the personal outcomes you can get from it</li> <li>• The colleagues alongside you in your cohort, on this leadership journey</li> <li>• Know how to build more trust and collaboration, with anyone</li> <li>• Know what to do, to build your own, and others' resilience, when the going gets tough</li> <li>• Have begun to build a powerful network across the Council</li> </ul>
<b>Module 1: The Trusted Leader</b>	<ul style="list-style-type: none"> <li>• The most important values that drive you as a manager</li> <li>• Your natural strengths - and the personal risks you need to watch out for</li> <li>• How to use your time – and your team's - to achieve more</li> <li>• Your Committed Action: what you want to do, to be an even more trusted manager</li> </ul>
<b>Module 2: Inspiring people to be their best</b>	<ul style="list-style-type: none"> <li>• Defining a Team Purpose that inspires you and your team</li> <li>• Knowing how best to motivate people to do a great job</li> <li>• Coaching people to take more responsibility, and to come up with their own solutions</li> <li>• Committing to what you want to do differently, to inspire people</li> </ul>
<b>Module 3: Raising everyone's performance</b>	<ul style="list-style-type: none"> <li>• Explored how, as a leader, you can raise people's game, and improve standards of performance, behaviour and results</li> <li>• Practised and increased your confidence to have powerful conversations about behaviour and performance, that will feel safe for both you and the other person</li> </ul>
<b>Module 4: Managing the political interface</b>	<ul style="list-style-type: none"> <li>• The role of politicians and managers: the theory and the realities</li> <li>• Real-life scenarios: managing difficult political issues</li> <li>• Understanding politicians and their drivers</li> <li>• What politicians expect of managers</li> <li>• Your Committed Action: what you choose to do differently, to communicate more effectively with politicians</li> </ul>
<b>Module 5: Winning hearts and minds</b>	<ul style="list-style-type: none"> <li>• Know which levers to press with people, to change their minds, behaviour and performance</li> <li>• Understand how to increase your influence with people you don't have authority over</li> <li>• Understand and have practised techniques to work with people at any level to achieve more successful improvement and change</li> </ul>

**2017/18 Equality Strategy Action Plan**

Ref EO	Equality objective	Brent 2020	Action	Outcome	Action Owner	Due Date	Progress update	RAG rating
EO1	To know and understand all of our communities	Demand management	Further streamline and re-launch the Council's Equality Analysis (EA) process to ensure it effectively informs and supports decision-making	Council's EA process is an effective tool informing and supporting decision-making	Andreyana Ivanova	Jul-17	The Equality team is currently consulting with relevant internal stakeholders (Human Resources, EA writers, Trade Unions, staff networks). The roll out will be formally launched in late September and will be complemented by EA communication and training (including team meetings and drop in sessions. The EA e-learning module is also being reviewed to reflect changes in the EA process.	AMBER
			Carry out an equality analysis of the impacts of the Government's reduced Benefit Cap on Brent residents with protected characteristics (e.g. gender, ethnicity, age) and socio-economic status (incl. family status and household composition) to inform the Council response to the identified needs and gaps	A cross-Council action plan is put in place to help alleviate some of the identified disproportionate impact on Brent residents with protected characteristics	David Oates Andreyana Ivanova	Oct-17	The work on this Equality Analysis has commenced and the Equalities Committee will be updated on its progress at their next meeting.	GREEN
EO2	To involve our communities effectively	Employment and skills	Implement the recommendations agreed by the Equalities Committee and the Task and Finish working group on Eastern European communities:  - Hold an Open Doors event for local Eastern European communities in June 2017  - Hold at least two drop-in information sessions in local churches, cafes, schools and community hubs on relevant themes identified  - Work with Advice4Renters to offer tailored information, advice and assistance for Eastern European residents  - Provide support and training to capacity build the organisations and groups working with local Eastern European communities  - Apply for available Government funding to further enhance the outreach work with local Eastern European communities	Emerging Eastern European communities have access to Council services and information about services	Andreyana Ivanova  Genevie George  Anthony Jemmott	   Jun-17  Sep-17  Oct-17 (ongoing)  Dec-17 (ongoing)  Mar-18	The progress update on this project is on the Equalities Committee agenda.  Summary of progress to date:  - Brent's first Eastern European (EE) Fair was held on 17 June 2017  - Drop in sessions scheduled for late Sep / early October 2017. These will be delivered in partnership with the EE network  - Advice4Renters is part of the EE network and offers tailored housing advice workshops for the organisations supporting EE communities. The council also supported Advice4Renters in producing a leaflet for EE residents and in promoting their services among these groups. The council's Private Sector Licensing team is also working with Advice4Renters and held an information stall at the EE Fair  - The EE network received relevant information on available capacity building training and funding. CVS Brent has been commissioned to deliver 40 hours of training and support targeted at EE organisations  - The council will apply for Government (DCLG) funding to further enhance its outreach work with emerging communities.	GREEN
		Demand management	Support the development of the Stronger Communities strategy aimed at strengthening communities' resilience, improving public protection, and enhancing community cohesion and participation	Communities are more resilient and cohesive  Under-represented groups are effectively involved	Pascoe Sawyers  Andreyana Ivanova	Mar-18	Progress update on this item will be provided at a future meeting of the Equalities Committee.	GREEN

Ref EO	Equality objective	Brent 2020	Action	Outcome	Action Owner	Due Date	Progress update	RAG rating
EO3	To demonstrate leadership in equalities and human rights, both within the council and among partners	Employment and skills  Demand management	Submit an application to further improve Brent's position on the Stonewall Workplace Equality Index  Work in partnership with local Deaf communities and organisations to become the third Local Authority that has signed the British Sign Language (BSL) Charter  Take steps to become a more Dementia-friendly Council  Implement the new legal requirements into the Council's annual Gender Pay Gap auditing and reporting processes  Submit an application for the Best 100 Employers for Race	The Council is an exemplar of good practice on equality, diversity and human rights	Andreyana Ivanova  Relevant services and staff networks	Sep-17  Dec-17  Mar-18  Mar-18  Jun-17	Progress update to date:  - The council's 2018 Stonewall WEI application was submitted in early September. The work was supported by the staff LGBT+ network. A number of improvements have been identified in terms of LGBT inclusion in the council and across the borough (non-exhaustive list): the introduction of dedicated Sexual Orientation and Transgender Awareness e-learning modules, in partnership with the LGBT+ staff network producing Transitioning at work guidance to support trans colleagues in the workplace, reviewing a number of HR policies (e.g. the Workforce Strategy, Attendance policy & procedure) to ensure these are LGBT inclusive, taking part in the Pride in London march together with Harrow, hosting an LGBT History Month event open to members of the public, establishing new working relationships with external organisations supporting the LGBT community in Brent  - The Equality team is carrying out an accessibility audit that also incorporates the five pledges of the BSL Charter and Dementia-friendly considerations. The Equalities Committee will receive a progress update at their next meeting  - The work on the council's 2016/17 Gender Pay Gap report will commence shortly. The Equalities Committee will receive a progress update on this item at one of their future meetings  - The council submitted an application for the 2018 Best 100 Employers for Race listing rated by Business in the Community. The alphabetical listing will be announced on 1 November 2017.	GREEN
EO4 Page 40	To ensure that local public services are responsive to different needs and treat users with dignity and respect	Employment and skills	Establish a cross-Council Task and Finish group to look at the socio-economic barriers and inequalities experienced by newly emerging Latin American communities and identify recommendations to address these, in partnership with relevant community organisations	Emerging Latin American communities have access to Council services and information about services	Andreyana Ivanova  Genevie George  Melanie Smith	Mar-18	Work on this project has already commenced. The Equality team has already identified and established a contact with a number of local organisations supporting Latin American communities. The team, in partnership with other relevant departments, will engage in local initiatives and events organised during The Amigo Month to establish a contact and get a better understanding of the profile and needs of Latin American communities living in Brent.	GREEN
		Demand management	Establish a cross-Council Task and Finish working group to map out and assess the accessibility of Council services for customers with disabilities, and work in partnership with relevant local community organisations to agree recommendations to address identified inconsistencies and gaps	People with disabilities have a fair access to Council services and information about services they are entitled to	Andreyana Ivanova  Margaret Read  Relevant services	Mar-18	The Equality team is carrying out an accessibility audit and is meeting with relevant internal stakeholders to agree the proposed actions to address identified inconsistencies and gaps. The team will soon start engaging with external stakeholders and forums across the wide spectrum of disability (including carers) to inform its final actions / recommendations.	GREEN
EO5	To develop and sustain a skilled and committed workforce able to meet the needs of all local people	Employment and skills	Refresh the Equalities & Diversity training offer available to employees and managers (Cultural Diversity, Inclusive Leadership, relevant front-line services training)	The Equalities & Diversity training offer is refreshed, in line with the Council's Workforce strategy and Brent 2020 Vision	Andreyana Ivanova  David Veale	Oct -17	The Equality and Diversity training offer is currently being reviewed and will be informed by the council's Learning Needs Analysis and the new Workforce Strategy. The Equalities Committee will receive a progress update on this at their next meeting.	GREEN

Ref EO	Equality objective	Brent 2020	Action	Outcome	Action Owner	Due Date	Progress update	RAG rating
			Revisit and re-launch the Council's Reasonable Adjustments (RAs) process to ensure that employees' needs are effectively identified and addressed	The needs of employees with disabilities and long term illnesses are effectively identified and addressed where possible	Andreyana Ivanova	May-17	The Equality team piloted a face to face training on Reasonable Adjustments for managers in May 2017. The feedback from the training was very positive and constructive. Attendees' feedback was used to update the Reasonable / Workplace Adjustments guidance and to further tailor the training content to Brent's specific training needs. The Equality team also produced a handout promoting the internal support arrangements available to Brent employees.	GREEN
			Roll out a face to face RAs training for managers to further increase their awareness of and confidence in dealing with RAs	Managers feel confident in initiating conversations about and dealing with employees' RAs requests	Relevant staff equality networks			
			Achieve the Timewise accreditation to drive cultural change and best practice on flexible working	The Council is recognised for and builds on its best practice on flexible working	David Veale Matthew Dibben	Mar-18	Work on this accreditation will commence shortly and the Equalities Committee will receive a progress update on this item at one of their future meetings.	GREEN

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