

Streamlined Brent Black Community Action Plan

Italic text - Peer review recommendations

1) Early intervention: children, young people and families	
Create an assured way of life for young black people by enabling them to fulfil their ambitions and aspirations relating to education	
Develop spaces and opportunities for young people to act as leaders and influencers, embedding ways to treat young people as stakeholders with a voice and opportunities to celebrate achievements.	Short term (1-3 years)
Develop personal resilience skills and creating spaces to have difficult conversations, so that young people are enabled and given the ability to prepare for and handle situations.	Short term (1-3 years)
Enable young people to explore and express their aspirations, which will include making them aware of opportunities available to them. This could also include confidence building and making them feel 'accepted' and that they do not have to work twice as hard as their non-black peers to achieve the same levels of positive outcomes for themselves.	Short term (1-3 years)
Support black children with developing self-esteem and self-worth and confidence in the classroom, and through coaching and mentoring in schools.	Short term (1-3 years)
<i>Develop a multi-agency early intervention strategy for black British boys of Caribbean heritage, aged between 6 and 12, building on the family wellbeing centres initiative. (Peer review recommendation)</i>	Short term (1-3 years)
Support to parents	
Support parents with their own aspirations and to understand aspirations of their families and children, and how they can enable their children to thrive.	Short term (1-3 years)
Remove structural racism, unconscious bias and barriers in institutions	
Institutions and individuals who are influencers in a young person's life at various stages possess the cultural competence to understand and respond to the context, pressures and barriers young black people can encounter at every critical stage in their lives. Schools and Governor training to include unconscious bias and anti-racism training.	Short term (1-3 years)
Opportunities for young people to learn about positive Black History, which can enable self-worth and aspirations to grow.	Short term (1-3 years)

Leadership in schools; recruitment drive for Black School Governors.	Short term (1-3 years)
2) Enabling and strengthening community leadership through capacity building	
<p>Develop a leadership development programme to equip community leaders and representatives with the knowledge and skills to influence local decision-making. This leadership development programme should:</p> <ul style="list-style-type: none"> • Equip leaders with the skills and knowledge to take action in their personal, professional and civic lives which will include: <ul style="list-style-type: none"> ○ Personal leadership style and skills ○ Networks, collaboration and partnership working ○ Strategic thinking and effective future gazing • Establish a mutual mentoring and coaching scheme designed to ensure that both black community leaders/representatives and senior Council officer can learn from one another and that cultural competence continues to be built. • Enable access into positions of influence, allowing community leaders to learn from and engage with leaders from within the council. This could also include coaching into community positions such as being governors or trustees of local organisations as well as into lay Council positions or opportunities. 	Short term (1-3 years)
3) Developing community spaces – run and managed by local communities	
The council will support the development of spaces for community use e.g. for enterprise and young people. The Picture Palace, Morland Gardens and Leopold Centre are such current projects and the council will ensure that those putting in tenders to occupy the space have local community knowledge and ties.	Long term (7-10 years)
4) Supporting the black community and voluntary sector - grant funding to voluntary sector organisations and procurement	
<p>What has been achieved:</p> <ul style="list-style-type: none"> • Reopen NCIL immediately for applications for communities adversely effected by inequalities. • Ring-fencing of grants as long as there is compliance with regulations. • Bring all the NCIL funded projects relating to black community projects into one programme. This will enable the collective pooling of existing resources to improve community outcomes. 	
Review grants and funding streams to enable black community projects to flourish	
Introduce participatory budgeting where community groups and representatives are invited to decide how to allocate spending to projects.	Short term (1-3 years)

Enabling collective community conversations about council funding criteria, so criteria guides what the community needs	Short term (1-3 years)
Policy change of long terms investments	Long term (7-10 years)
Matching support to existing funding streams for projects (financial and otherwise)	Long term (7-10 years)
Support joint strategic external funding applications between the council and community groups	Long term (7-10 years)
Deliver capacity building opportunities for voluntary and community sector organisations	
Coaching and advisory support to applicants of grants and funding provided by the Council and external bodies as well as for procurement.	Short term (1-3 years)
Facilitate collaboration between small voluntary and community sector organisations to join up and form local consortia to consolidate resources and expertise to improve community outcomes.	Short term (1-3 years)
Review the Council's procurement process	
Help applicants understand the local authority procurement strategy and process. This includes how and where this information is shared.	Short term (1-3 years)
Ensure the black community are made aware of future opportunities and contacts considered for community commissioning - with clearer connections made between social enterprise and procurement.	Short term (1-3 years)
Ensure social value is built in and successful contractors are considering the needs of the black community. The cultural competency of providers should be tested.	Short term (1-3 years)
Ensure the council uses its purchasing power to commission local groups to provide local services.	Medium term (4-7 years)
Review the support given to black voluntary and sector organisations	
Start an informal engagement group for social businesses, social enterprises, co-operatives, and corporates who are looking for CSR opportunities.	Short term (1-3 years)
5) Support for employment and enterprise	

Establish a local commission to review and develop the opportunities and routes to success available for young people aged 16-25 years. This commission should also review and understand the skills shortage and aspirations.	Short term (1-3 years)
Using the council's purchasing power to commission local organisations and businesses to provide services. The council can do more to enable local businesses to put in tenders such as by making them aware of tendering and commissioning processes.	Short term (1-3 years))
Create business opportunities for black businesses locally. The Council should use its levers and contacts to connect up black community entrepreneurs and start-ups to opportunities within larger organisations and providers. The Moving on Up programme is a good example of a project where the council is linking young black men with employers and employment/training opportunities.	Short term (1-3 years)
6) Accountability	
What has been achieved:	
<ul style="list-style-type: none"> • Convene a temporary community reference group to assist with the production and peer review of this action plan. • Convene a summer or autumn summit to convene a broader network of community leaders to review actions by the Council and continue the conversation. 	
Empower the community to engage with the Council and it's processes	
Enable communities to get involved in the work of the council and partner organisations to create opportunities for <i>co-production and co-design</i> (Peer review recommendation). Knowledgeable and experienced community members should be commissioned as paid consultants and peer reviewers to provide local insights, help shape the council's agenda and hold it to account.	Short term (1-3 years)
Communicate with transparency so the council can be held accountable	
Draw on existing communication platforms in the community such as the Beat London radio station to convey messages and engage people.	Short term (1-3 years)
<i>Designate a Cabinet Lead for the Brent Black Community Action Plan and an annual report on progress will go to Full Council. (Peer review recommendation)</i>	Short term (1-3 years)
Clearly demonstrate and report back impact to communities in a 'you said, we did' format including engaging through face to face or virtual meetings to involve as many people as possible.	Short term (1-3 years)

Internal review of processes	
Review the Equalities Analysis process the council uses to assess the impact of decisions on the black communities. Reform the process so black communities are co-production partners in decisions. <i>To inform this, the council will Commission academic research into intersectionality and intrasectionality in Brent, to design and deliver better services and tackle inequalities. (Peer review recommendation)</i>	Short term (1-3 years)
Ensure there is appropriate and timely learning from complaints and feedback from the community. Demonstrating and communicating changes made to systems as a result to black communities. The creation of opportunities to have community based space for open and frank discussions about experiences can help inform the learning process.	Short term (1-3 years)
7) Homes and homelessness	
The council will take an appreciative enquiry approach to work with the community to understand the issues commonly faced by black households in relation to homes and homelessness.	Short term (1-3 years)
The council will work with our RPS partners and local community organisations such as Crisis to look at the housing agenda and bringing them into a forum to look into issues to do with the black communities. This may include older black communities who are isolated because they do not go into care in the communities.	Long term (7-10 years)
8) Tackling health inequalities	
Covid-19 threw a sharp and painful relief on health inequalities, caused by structural inequalities. Black and Asian communities are disproportionately affected by the pandemic in terms of contracting the virus, mortality rates and other life effects. The council, along with local and regional partners, will examine the full impact and plan for actions to reduce the disproportionate impact on Black and Asian communities as well as identifying and addressing the structural reasons for the inequalities.	Long term (7-10 years)
9) Embedding equality and diversity within the Council workforce	
What has been achieved: <ul style="list-style-type: none"> • Staff networks should continue to be supported with coaching and mentoring. The Council should also set up a Black Staff Forum with a separate budget for events and training. • The Council should commission the Local Government Association, or other appropriate organisation, to carry out an independent review of its approach to delivering workforce equality, diversity and inclusion. The review should also take into account key findings 	

and recommendations of previous work done in this area in the relatively recent past including the Pavey Review (2015) and the Business In The Community focus group report on the experience of BAME employees at Brent Council (2019).

- Run a series of 'Let's Talk About Race' webinars to enable staff at all levels to engage in open and frank discussions about lived experience in relation to race, racism and remedies for racial inequality.

Implementation and legacy

A detailed work programme, including recommendations from the peer review will be put together in consultation with the Council's Cultural Diversity (staff) Network and Black Staff Forum.	Short term (1-3 years)
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Race champions and allies who empathise with the experiences of black people. Champions should receive training and support to undertake their roles.	Short term (1-3 years)
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Ensure Black Lives Matter remains on the agenda, particularly when media focus and political pressures cease.	Long term (7-10 years)
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Learning and development opportunities

Review of online unconscious bias training to be updated immediately and ensure annual reviews to be carried out with staff/general training offer.	Short term (1-3 years)
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The Council Management Team should develop an understanding of the types and impact of inequality. This could be done through reverse mentoring for CMT and senior manager with a black colleague (with clear terms of reference to ensure it is beneficial for both parties e.g. shadowing opportunities for the mentor).	Short term (1-3 years)
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Make unconscious bias, anti-racism, racial competencies, privilege and fragility training mandatory for all but with a more practical focus on front line staff such as social workers, housing and customer services colleagues. This training needs to be accompanied by a review and reform of underpinning systems that could perpetuate bias. An example could be in recruitment where applications put to recruitment panels are made anonymous. Training should be adapted for face-to-face and virtual delivery.	Short term (1-3 years)
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Talent management

Ensure clear talent spotting and progression processes are in place and are communicated regularly to staff. In tandem, ensuring supportive structures for black progression are in place.	Short term (1-3 years)
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Ensure senior management reflects the communities the Council serves and ensuring greater black representation in senior roles across the Council. This is will be an ongoing piece of work with a target for it to be fully achieved by 2024.

Short term (1-3 years)