

# Brent Council Corporate Anti-Racism Action Plan



**Brent**

## Brent Council's Corporate Anti-Racism Action Plan

This action plan outlines Brent's commitment to becoming an anti-racist organisation and the journey the organisation will take to embed anti-racism within all we do. It forms a key part of our broader ambitions around Equity, Diversity and Inclusion (EDI) as outlined in the EDI Strategy 2024-28.

Our ambitions have been developed by drawing upon: the needs of the organisation, as defined by our staff; the London Councils Race Equality Standard and associated pilot scheme; and the Social Care Workforce Race Equality Standard (WRES).

The action plan is internal only – it is centred around what Brent (the organisation) needs to establish, develop and improve. This may act as a catalyst for ambitions or an action plan for Brent (the borough) but this is not in scope for this product. The action plan is also designed to be iterative and for progress to be reviewed annually, alongside the EDI Strategy, to ensure the actions remain fit for purpose. It is also important to be iterative as becoming an anti-racist organisation can't be achieved overnight and entails a journey, therefore we recognise the need to be adaptable and to invest the time to get things right.

For this action plan, an anti-racist organisation is defined through a series of expectations. These expectations will inform and may continue to be refined as the organisation undertakes a journey to renew our values and behaviours.

### Expectations of Brent Council, for staff:

- Leading by example across Brent to proactively and visibly fight against racism.
- Having zero tolerance to any racism, this includes establishing and maintaining a working environment free from any form of racial discrimination, harassment, bullying and victimisation.
- Fostering a work environment where everyone feels a sense of belonging and authenticity.
- Ensuring diversity of people and thought across the organisation, at all levels.

### Expectations of Brent Council staff:

- Everyone is treated with dignity and respect.
- Racism is called out and met with appropriate action.
- Our leaders and managers lead by example.
- Staff are curious and go out their way to learn and understand how to embed anti-racism within their work.

The actions, desired outcomes and performance measures with this action plan are categorised into several interrelated themes that guide our anti-racism journey:

- Strategic Leadership
- Employee Lifecycle
- Training and Development
- Policies and Processes
- Strategies and Action Plans
- Staff Networks
- Community Engagement

## Strategic Leadership

This theme describes how we will ensure there is clear, visible and proactive senior leadership that drives our ambition to become an anti-racist organisation.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
<p>CMT demonstrate a clear commitment to anti-racism by: Having a CMT designated sponsor for anti-racism who is responsible for:</p> <ul style="list-style-type: none"> <li>• Sponsoring CDN and CDCs.</li> <li>• Sponsoring the Anti-Racism Action Plan.</li> <li>• Challenging CMT on issues related to racial inequality.</li> <li>• Having dedicated leadership meetings focused on EDI that encourages proactivity, creates actions, identifies racial inequalities that the organisation must address, track progress and ensure accountability.</li> <li>• Clearly and confidently acting and demonstrating instances of allyship around anti-race practice and issues.</li> </ul>	Corporate Management Team	<p>CMT are visible and lead by example in relation to anti-racism, ensuring the organisation meets the expectations around anti-racism as defined in this action plan. Ideas and initiatives around anti-racism are visibility driven at the top of the organisation, to help permeate action and drive at all layers of the organisation. Existing networks and initiatives, such as staff networks and Cultural Diversity Champions, are supported by their Sponsor and their needs and ideas are represented at CMT.</p>	Each member of CMT delivers at least one piece of organisation-wide content (e.g. blog, article, video, event) centred around anti-racism per year. This should pick up themes such as race, ethnicity, equality/equity, culture, diversity and could be individualised to their own journey, their directorate or their perspectives.
Brent has a public commitment to tackling racial inequality and this is embedded within our strategic objectives.	Corporate Management Team	Building on existing evidence and examples, Brent demonstrates and is seen as an organisation that understands racial inequality and seeks to be proactive in tackling injustice. This includes signing up to the Unison Anti-Racism Charter and the London Local Government Anti-Racism Statement.	Monitoring the overall delivery of the Anti-Racism Action Plan and its impact on the organisation.

## Employee Lifecycle

This theme describes how anti-racism will be embedded within our culture through systems and practices that eliminate all forms of discrimination and barriers.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
<p>Reviewing key systems and processes for the progression of Black, Asian and Minority Ethnic (collectively and respectively) staff. This includes:</p> <ul style="list-style-type: none"> <li>Reviewing recruitment systems/processes to ensure they help mitigate biases as far as possible and ensuring those involved in recruitment are adequately trained.</li> <li>Ensuring development programmes, such as the Middle Management Development Programme and Aspiring Leaders programme, are fair and support the progression of everyone, irrespective of their backgrounds.</li> <li>Review our existing learning and development offer to provide more robust pre-application support, this includes mock interviews and interview training/workshops.</li> </ul>	Human Resources	<p>Bias reduced as far as possible within the recruitment process.</p> <p>More progression of Black, Asian and Minority Ethnic talent into senior roles.</p> <p>Better support for colleagues seeking to progress within the organisation, seeking to replicate the model and offer for our national graduate trainees.</p>	<p>Number of promotions for Black, Asian and Minority Ethnic staff (collectively and respectively) are proportionate to staff make up of the organisation.</p> <p>Ethnically diverse staff make up within our development programmes.</p>
Work towards a workforce which is reflective of the local community at all levels of the organisation.	Corporate Management Team and Human Resources	<p>Continue to maintain an organisation that is reflective of the Brent population.</p> <p>Seek, as best as possible, to ensure the organisation is reflective of the Brent population at all levels of seniority.</p>	<p>Annual analysis of data around levels of workforce diversity for the organisation, broken down by different levels of seniority and department.</p> <ul style="list-style-type: none"> <li>Comparing the ethnic diversity of pay band ranges compared to Brent's demography as outlined in the Census (or most recent demographic analysis)</li> </ul>
<p>Broaden understanding across the organisation of:</p> <ul style="list-style-type: none"> <li>The impact of language and experience for Black, Asian and Minority Ethnic people within the organisation and how it affects different racial groups</li> <li>White privilege</li> <li>Cultural competency</li> </ul>	Communities Department and Human Resources	<p>Improving the organisational knowledge and understanding of language and experience and white privilege through:</p> <ul style="list-style-type: none"> <li>open conversations in collaboration with networks and groups</li> <li>Sessions run by external/specialist organisations</li> </ul>	<p>Number of events and sessions delivered around the use of language and experience, white privilege and cultural competency, including the number of attendees.</p> <p>Findings from our all staff surveys around feelings and attitudes within the organisation.</p>

## Training and Development

This theme describes how we will establish a robust learning and development offer that will support everyone in the organisation to understand and enact upon their role in driving anti-racism in everything they do.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
<p>Our corporate learning and development offer contributes to embedding EDI and anti-racism within the organisation. For example:</p> <ul style="list-style-type: none"> <li>Commitment from senior managers to support mentoring.</li> <li>Mandatory induction for all staff where EDI and anti-racism training is included.</li> <li>Establishing mandatory recruitment for hiring managers to help reduce bias in the recruitment process.</li> </ul>	Human Resources	The organisation has a robust EDI and anti-racism learning and development offer that is well attended, encourages curiosity and enables people to understand how to embed EDI and anti-racism within their work.	<p>Proportionate uptake of mentoring schemes for colleagues from Black, Asian and Minority Ethnic backgrounds, including measuring the impact of these schemes e.g. feedback.</p> <p>Training attendance and monitoring for:</p> <ul style="list-style-type: none"> <li>Staff induction</li> <li>Recruitment training</li> </ul> <p>Findings from our all staff surveys around feelings and attitudes within the organisation</p>
Establishing corporate facilitator-led workshops focusing on EDI and anti-racism. Workshops will also explore themes including types of bias, white privilege, cultural competency and micro-aggressions	Corporate Management Team and Human Resources	The organisation has robust anti-racism training, as part of the broader EDI learning and development offer.	Findings from our all staff surveys around feelings and attitudes within the organisation. Eight workshops delivered per year, including assessments of the workshops effectiveness through session evaluations.
<p>Review our existing processes and procedures, where necessary, to embed race equity and demonstrate commitment to and evidence of building an anti-racist culture.</p> <p>For instance, this could be within the Workplace or Harassment and Bullying Policy.</p>	Communities Department and Human Resources	Anti-racism is embedded within our processes and procedures, where necessary.	Raise awareness of processes and support and review Workplace Resolution Policy to embed the same.
Develop clear guidance on appropriate terminology for referring to Black, Asian and minority ethnic communities in the workplace, whilst engaging affected communities in the process.	Communities Department and Human Resources	The organisation establishes guidance around terminology when referring to Black, Asian and minority ethnic communities in the workplace,	N/A

## Policies and Processes

This theme describes how our internal policies and processes will contribute to fostering an anti-racist culture, supporting staff and ensuring dignity at work.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
Review our existing processes and procedures, where necessary, to embed race Equity and demonstrate commitment to and evidence of building an anti-racist culture.  For instance, this could be within the Workplace or Harassment and Bullying Policy.	Communities Department and Human Resources	Anti-racism is embedded within our processes and procedures, where necessary.	Raise awareness of processes and support and review Workplace Resolution Policy to embed the same.
Develop clear guidance on appropriate terminology for referring to Black, Asian and minority ethnic communities in the workplace, whilst engaging affected communities in the process.	Communities Department and Human Resources	The organisation establishes guidance around terminology when referring to Black, Asian and minority ethnic communities in the workplace,	N/A

## Strategies and Action Plans

This theme describes how we will create and embed our ambitions and actions to deliver change and impact.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
Establish and embed the Brent Council Anti-Racism Action Plan	Corporate Management Team	The organisation adopts the Anti-Racism Action Plan and it is embedded within the broader ambitions around EDI.  The action plan is monitored, reviewed and delivered.	All indicators as suggested within the action plan.

## Staff Networks

This theme describes how we will support our staff networks and critical friends to influence, drive and deliver change within the organisation.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
Enable our staff networks to allow staff open and honest conversations about race-related issues. Staff networks: <ul style="list-style-type: none"> <li>• Are intersectional by nature and initiatives are co-designed.</li> <li>• Are engaged with on relevant council policies and strategies and work closely with the corporate equality team and HR to ensure input into EDI and anti-racism work.</li> <li>• Are supported by a Sponsor.</li> <li>• Provide safe spaces for staff to discuss important issues.</li> <li>• Maintain a regular dialogue with senior leadership providing opportunities for diverse voices to be part of senior leadership decision-making processes.</li> <li>• Deliver initiatives through the staff participative approach, as informed by corporate initiatives.</li> <li>• Are used to share learning and best practice.</li> </ul>	Corporate Management Team, Communities Department and Human Resources	Staff networks continue to operate autonomously acting as a support network, educator and critical friend.  Staff networks continue to feel supported and enabled to grow and flourish.	Feedback from staff network sessions, including how it is being acted upon.  Level of staff network activity linked to EDI and anti-racism such as communications, events, sessions.  Maintained dialogue and feedback with the organisation's decision makers, including through the EDI Board.
Enable our Cultural Diversity Champions (CDCs) to fulfil and deliver their roles. Ensure they: <ul style="list-style-type: none"> <li>• Represent all cultural backgrounds.</li> <li>• Raise understanding and share knowledge of issues which have been raised with CDCs to inform council actions.</li> <li>• Communicate, plan and take relevant action for supporting any Council objectives.</li> <li>• Share knowledge and learning relating to culture, heritage and identity with key stakeholders for positive change.</li> <li>• Promote the agenda for social justice in the Council by working closely with departmental management and identifying any common themes.</li> <li>• Help identify barriers to Equity, diversity and inclusion and provide suggestions to overcome these.</li> <li>• Foster good relations between management and employees providing support for both whilst collaborating with other CDCs for a consistent but tailored approach</li> </ul>	Corporate Management Team and Human Resources	Cultural Diversity Champions continue to feel supported and enabled to grow and flourish.  Cultural Diversity Champions provide effective support and advice to staff, teams and services.  Cultural Diversity Champions feedback themes, experiences and challenges experienced by staff.  Cultural Diversity Champions consistently report on cases.	Maintain a minimum number of seven CDCs.  Maintain dialogue and feedback with the organisation's decision makers, including through the EDI Board.  Annual report on CDC feedback and cases.

## Community engagement

This theme describes our approach to working with our diverse community to support their ambitions, and demonstrate our commitments around anti-racism.

Actions	Owner(s)	Desired Outcomes	Performance Measure(s)
<p>Brent consistently engages with key community groups to understand and work to collaboratively tackle issues related to racial inequality.</p> <p>Engagement with these communities must be genuine and meaningful, underpinned by the following principles:</p> <ul style="list-style-type: none"> <li>• Work Together – bringing experiences together and creating opportunities for us all to take an active role in shaping decisions, contributing local insights, and collectively finding solutions to locally defined issues.</li> <li>• Be Honest – honesty in sharing around available resources, in the interest of identifying opportunities to pool resources.</li> <li>• Include Everyone – a shared passion for all individuals and groups to be able to participate on any topic that the council is seeking to learn more about.</li> <li>• Respect Community Knowledge – identifying and building upon the strengths and capabilities within our community.</li> <li>• What’s in it for you? – we show communities why it is important for us to hear from them and we value their experiences.</li> <li>• Get Our Timing Right – allowing people enough time to contribute their experiences and expertise.</li> <li>• We Will Support You – support communities to contribute and engage.</li> </ul>	<p>Communities Department</p>	<p>The organisation proactively engages with and builds relationships, across services, a range of community representatives and groups in the interest of tackling racial inequality in Brent.</p>	<p>An annual report will be produced by the central Community Engagement Team that will be reviewed corporately and at our relevant scrutiny committee. This will set out how community input has influenced decisions and the extent to which residents have been involved from the earliest opportunity. It will include what we have learnt from conducting exercises that are deliberative in nature and monitor how those conversations have been developed into new ways of working or changes in strategy and policy.</p> <p>Understanding impact through monitoring tools such as surveys and stories that tell us:</p> <ul style="list-style-type: none"> <li>• Satisfaction of communities engaging.</li> <li>• The happiness of communities.</li> <li>• Heat maps of engagement conducted and the gaps where people are not engaging.</li> <li>• How changes to service design positively impact on those using them</li> </ul>