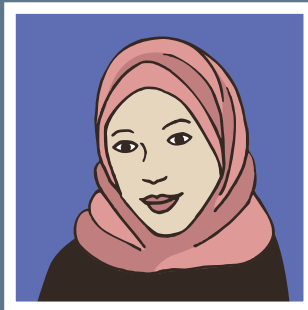


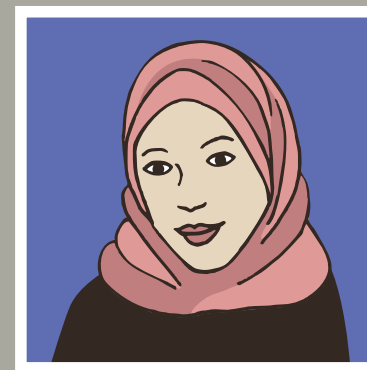
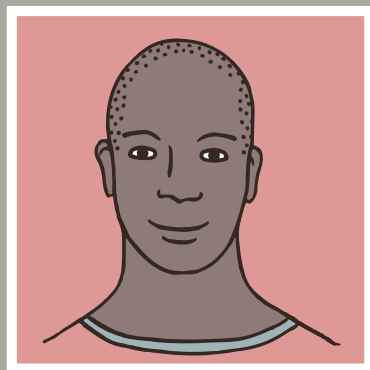
BUILDING EQUAL FOUNDATIONS: ONE YEAR ON

Tackling the disproportionate
impact of Covid-19 on Black,
Asian and other ethnic
communities in Camden



CONTENTS

Foreword	3	Strong growth and access to jobs	11
Acknowledgements	4	Strong and diverse voluntary sector	12
Journey so far	5	Safe homes	13
140 calls to action	6	Happy and healthy workforce	14
Healthy, independent lives	8	Case studies of key achievements	15-28
Healthy, independent lives (ASC)	9	Appendices	29
Best start to life	10	Wider equalities and disproportionality work	64



Building Equal Foundations has given new strength and energy to our local movement for equality and created genuine, lasting change in Camden. Overseeing the delivery of this change and witnessing the growing desire for equality and justice across the organisation and borough has been one of my proudest moments as a Councillor and Cabinet Member.

This report gives an overview of the progress made on the Building Equal Foundations Action Plan, but it is impossible to cover all the work in one document, so there is much more happening that is not covered here. It is also difficult to capture in writing the change in momentum and conversation surrounding equalities work in Camden, and the ways in which the Council has changed as an organisation and is talking about equality as everyone's responsibility to fight for.

A lot of the work detailed in this report has come directly from actions on the Building Equal Foundations Action Plan, and a lot of

it has come about because of a knock-on effect of the ongoing conversation around equality and anti-racism in Camden. This is all very exciting to see, and we are at a turning point now at the beginning of our equalities journey in Camden, with much more to come.

The progress has been consistently good across the service areas, which shows the real commitment of our Leads and Sponsors to the work. Our Catalyst Group and Task and Finish Group have worked well as forums to share good practice, keep the momentum going, and monitor each other's equalities work. Camden's new Community Stakeholders Group has now been set up to challenge us further to be more radical and help us shape the next steps in our equalities work.

The case studies in this report capture the reach of Building Equal Foundations across all directorates, and the impact it has had in terms of making services think about inequalities and find new ways to tackle them. A lot of the case studies are models of good practice, and Adult Social Care's Zero Tolerance of Racism policy has been used as a good practice case study on the London Councils website, while Camden's Equalities work in general has been used as a case study on the LGA website. Some of the most successful case studies are when we have partnered

or collaborated with social enterprises and equalities organisations – such as the Black Curriculum and Black Pound Day, as well as the external speakers that we have brought in, such as for International Women's Day, and for the reflective sessions to mark one year since the murder of George Floyd.

All of the incredible community engagement work that has happened during the Covid-19 pandemic, with VCS and other community and faith leaders, has shown what can be achieved if we work side by side with our communities placing lived experience at the heart of our approach.

It has also been encouraging to see the principles of Building Equal Foundations embedded in so many of the Council's new strategies: the Camden 2025 Refresh, the new Joint Health and Wellbeing Strategy, the Renewal Commission, Supporting People; Connecting Communities; and the Race Equality Action Plan for the workforce.

In terms of the next steps for Camden's Equalities and Disproportionality work, we will build on and continue much of the work that has begun with Building Equal Foundations. At the same time we acknowledge that Building Equal Foundations came about in the specific context of Covid-19, and we need a new Equalities Strategy which builds on the

achievements of the past year and looks to the future. We must continue our work to dismantle structural inequalities, both internally in the organisation and externally in the Camden community.



Cllr Hai

Cabinet Member for Young People, Equalities and Cohesion

“We are at a turning point now at the beginning of our equalities journey in Camden, with much more to come.”

ACKNOWLEDGEMENTS

Camden Council would like to thank everyone for their efforts in delivering the Building Equal Foundations Action Plan. The incredible amount that has been achieved would not have been possible without the dedication and hard work of the following people:

Equalities and Disproportionality Service

Hanad Mohamed – Director of Equalities and Disproportionality

Martha Daniels – Interim Equalities and Disproportionality Lead

Liya Habte – Senior Policy and Projects Officer (Equalities)

Sandra Soteriou – Diversity Engagement Lead

Building Equal Foundations Leads

Health:

Astrid Grindlay – Public Health Strategist

Baljinder Heer-Matiana – Assistant Director of Public Health

Education:

Helen McNulty – Senior Adviser SEND

Martin Cresswell – Senior Adviser Safeguarding and Inclusion

Adult Social Care:

Jamie Spencer – Head of Transformation and Performance

Inclusive Economy and Access to Jobs:

Tom Baines – Employment Strategy Manager

Emmanuel Oloruntola – Inclusive Economy Project Officer

Voluntary and Community Sector:

Karen Martins – Community Partner

Rosie Tharp – Senior Community Partner

Housing:

Shaun Flook – Head of Housing Needs

Rosemarie Jenkins – Team Leader Regeneration

Workforce:

Anna Fahy – Diversity and Inclusion Programme Lead

- Building Equal Foundations Sponsors
- Race and Equality Task and Finish Group
- Corporate Services Catalyst Group
- Supporting People Catalyst Group
- Supporting Communities Catalyst Group



- ❑ The Covid-19 pandemic has shone a light on and exacerbated structural inequalities that disproportionately affect people from Black, Asian and other ethnic backgrounds.
- ❑ In response to early local and national evidence of this impact on our Black, Asian and other ethnic communities, Camden implemented a rapid six-week programme – and worked together with our partners, communities and services across the Council to gather further evidence and develop actions to support staff and residents during this time and beyond, and to bring about wider systemic change.
- ❑ This work resulted in our **Building Equal Foundations report** and **action plan**, and then the creation of the Equalities and Disproportionality service within the Council.
- ❑ The Equalities and Disproportionality service has been overseeing, monitoring and steering the delivery of the 140 actions on the Building Equal Foundations Action Plan (this is just one part of our wider work, more of which is detailed in appendix H).
- ❑ The service has used a three-tiered governance approach, as well as a strong working relationship with the Leads and Sponsors of each workstream, to support cross-Council delivery of the Building Equal Foundations work.
- ❑ The following groups have been central to the delivery of the BEF action plan:

The **Catalyst Group** brings together key officers responsible for delivering fundamental equalities work across the organisation, including the BEF Leads.

The **Task and Finish Group** maintains strategic oversight of all equalities workstreams and their interdependencies and includes BEF Sponsors.

Key principles we are embedding as an organisation as a result of our work

- ❑ **We need to listen and learn:** We will not have all of the answers and we will be open to uncomfortable conversations. We are here to dismantle an entrenched system, and this will take time.
- ❑ **We do not treat people as a homogenous group:** We recognise differences in experience and take a ‘neighbourhoods’ approach – by this we mean a tailored approach to specific groups’ needs.
- ❑ **Developing an intersectional approach to equalities:** As human beings, we each have multiple identities. We want to focus on people’s whole selves, rather than just their individual equalities characteristics in isolation. This will help us truly know our communities and move away from homogenising groups.
- ❑ **We build on people’s strengths:** We help our communities build resilience to short and medium-term impacts of the pandemic. Councils are uniquely able to engage, direct and incentivise the local collective resources of the public, private, academic and civic anchors in our places. The fastest route to equality is to start sharing power and resource with local places – they will do the rest.

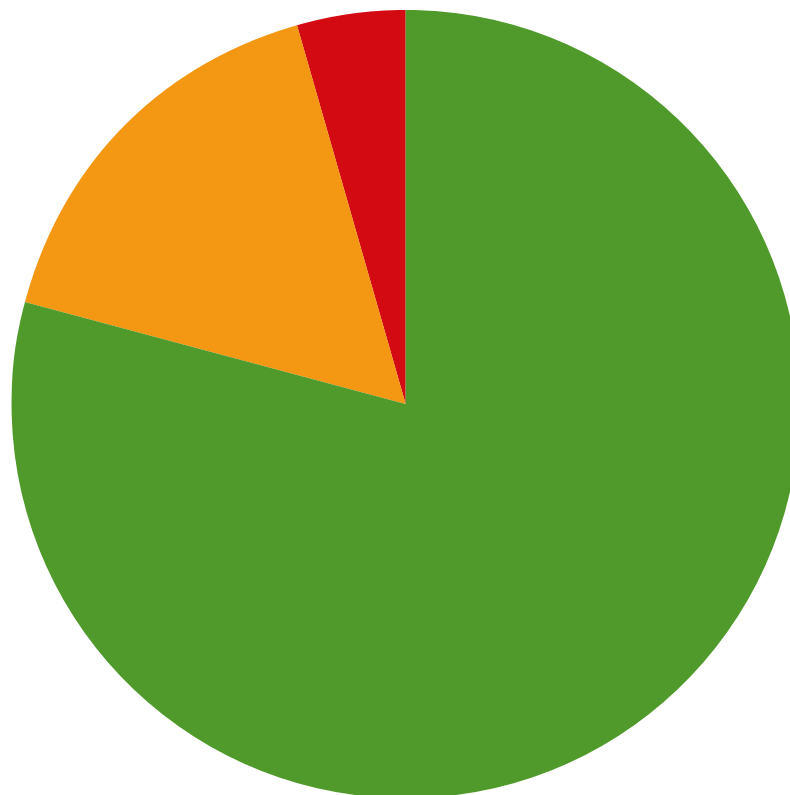


Building Equal Foundations has led to a shift in the conversation about equalities at Camden, and there is more work happening in this space as a result of it. This is detailed in Appendix H if it has been led by the E&D service, but there is also other work going on that has been led by other services.

Key new strategies such as the Renewal Commission, Camden 2025 Refresh, the Joint Health & Wellbeing Strategy, Supporting People, Connecting Communities (adult social care), and the Race Equality Action Plan (workforce), are all underpinned by the principles of Building Equal Foundations and the structural issues highlighted by it.

As detailed in Appendix H, a lot of feedback and lived experiences indicate that staff feel the organisation has changed over the last year, and that we are genuinely committed to becoming an anti-racist organisation. But there remains work to do, and this momentum needs to continue.

140 actions



111 actions – completed or making good progress in being embedded long-term into service provision.

23 actions – half-way to being completed or have begun to be embedded long-term into service provision.

6 actions – have not been started or need more work before starting to be embedded.

Challenges

- ❑ As the original Building Equal Foundations Action Plan was drawn up in the summer of 2020, prior to subsequent waves of Covid-19 and further lockdowns, the situation has changed and some of the actions have moved on as we have adapted to meet these new challenges and needs. Some action Leads (Healthy Lives and Strong Growth) have indicated this by making edits to some of their actions – see appendices.
- ❑ Prioritisation is difficult when working with 140 actions. In future, it would be useful to divide actions into 'short term, low resource', 'mid-term, mid-resource', and 'long-term, high resource', for example.
- ❑ It is important to take time to analyse carefully how best to phrase or construct actions, and which measures of success to use. Consistent and quantifiable measures of success, would enable us to analyse the impact and significance of achievements.



Next Steps

- ❑ Building Equal Foundations was Covid-focused and the actions were created quickly in response to the pandemic. Going forward, we need an overarching Equalities and Disproportionality Strategy for the whole Council.
- ❑ Building Equal Foundations was focused on racial inequality and disproportionality but going forward we need our equalities strategy and Equalities and Disproportionality Service to address all intersecting protected characteristics and structural inequalities.



HEALTHY, INDEPENDENT LIVES

Status

The Healthy, Independent Lives actions aimed to tackle inequality and disproportionality in health. Of 17 actions, 12 have a green RAG rating and 5 have an amber RAG rating. Six actions are 100% complete.

Achievements

- ▣ Successfully increasing ethnicity data collection (in deaths).
- ▣ Successfully increasing ethnicity data collection (in mental health screening).
- ▣ Made available culturally diverse resources in up to 18 languages.
- ▣ A communications campaign was delivered to raise awareness of cancer prevention and screening.
- ▣ Good uptake of flu vaccine and Covid vaccine, and successful outreach work done with hard to reach communities.
- ▣ Recruitment of health champions to share comms and resources around Covid-19 and tackle misinformation.
- ▣ Mental health needs assessment carried out to identify inequalities in access to and experience of mental health services.
- ▣ Measures to identify and tackle social isolation, including a pilot project 'pro-active Camden' and ongoing work with communities and voluntary service organisations to promote park use.
- ▣ Collecting ethnicity data of workforce providers.

Challenges and Lessons Learned

- ▣ Given the rapidly changing Covid-19 context, some of the original actions were tweaked and reframed following discussion with action leads, to ensure they were more actionable, measurable and fit for purpose.

- ▣ The pandemic has brought significant pressures to our Public Health team, including high turnover of staff and larger workloads and more pressurised demands.

Next Steps

- ▣ Hiring a project manager within Public Health to focus on health inequalities, particularly those related to the protected characteristics.
- ▣ Adjusting some of the indicators to make them easier to measure, and a better reflection of ongoing work.



Status

Adult Social Care has fully committed itself to addressing structural inequalities for people receiving care and support, our staff and the provider workforce. A detailed action plan has been developed and significant pieces of work have been completed.

6 out of the 8 Adult Social Care actions have a 'good' RAG rating, with the actions either 100% complete or solidly underway and being embedded into service provision.

Achievements

- 'Supporting People, Connecting Communities, our strategy for living and ageing well in Camden' has now been approved by Cabinet. This is a Council-wide strategic plan and addressing structural inequalities is one of the key principles that underpins all of our priorities. It also includes plans for co-production and participation to hear the voices of people from Black, Asian and other ethnic minorities as we continue to develop our approach.
- We have developed a Memorandum of Understanding for Zero Tolerance of Racist Abuse in ASC Settings in Camden and supporting documents. These have been soft launched across ASC, and will be launched with providers and colleagues across the Council in October.
- Adult Social Care work in 'neighbourhoods', alongside partners in health, housing and the voluntary sector, Adult Social Care practitioners are developing a deeper understanding of the communities they work with, their strengths and particular needs.
- An ASC working group has been established, led by Black, Asian and other ethnic staff. There have been five months of staff conversations, meetings and one to ones about issues that affect staff. We recognise this as a chance to tackle structural inequality more explicitly and go from a 'colour blind' approach to an actively anti-racist approach.

Challenges

- Adult Social Care is working on our approach to data, to ensure we better understand the experience of Black, Asian and other ethnic people who have social care needs in order to continually improve our services.
- A new approach to recording sexuality and gender identity has been implemented but the data has been slow to improve. This is being addressed as part of our wider equalities plan.
- The Adult Social Care approach to co-production, co-design and participation is being developed.

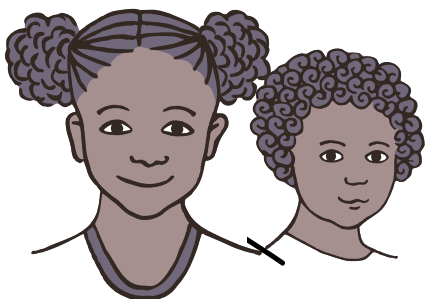
Lessons learned

- The Memorandum of Understanding for Zero Tolerance of Racism and Abuse in ASC settings is a good practice case study that could be mirrored in other services, to ensure that all racist abuse targeted at staff and residents is dealt with properly and never considered acceptable. The MoU has been used as a good practice case study by London Councils.
- There has been some delay due to Covid.

THE BEST START TO LIFE

Status

Of the 26 actions, 14 actions have a green RAG rating, which means they are between 80-100% complete. 11 actions have an amber RAG rating, which means they are between 50-79% complete and in the process of being embedded into service provision, with the required work solidly underway.



Achievements

- Promoting the uptake of Free School Meals to parents entitled to claim them
- Increasing menu variety to reflect cultural diversity
- Camden remote learning policy adopted by all schools and use of digital learning monitored
- We found ways to supply devices and routers to disadvantaged children including crowdfunding by Camden Learning which raised £64,000 (currently there are 21,761 children in state schools and 924 who do not have access to a digital device)
- Camden students did interviews with Black STEAM ambassadors
- Mentoring scheme with year 12 girls and STEAM companies
- Low attendance has been tracked to challenge inequality
- Virtual work experience programme targeting socioeconomically disadvantaged children and children from Black, Asian and other ethnic backgrounds
- Our partnership with The Black Curriculum who are working to review the curricula of 22 Camden schools
- Our anti-racism hub
- Teacher training to support Black, Asian and other ethnic people into STEAM careers
- Provision of wellbeing resources and mental health training to schools
- Continued collaboration between mental health and education services
- A focus on improving mental health for Black, Asian and other ethnic children

Challenges

- 1 action has a red RAG rating, marked as 40% complete, **Action 11: 'Reducing inequality and promoting life chances: Explore the potential of working with the EEF national bid around tutoring from young people, and use this to inform our approach to tutoring for Black, Asian and other ethnic pupils. We will also continue to develop and realise the in-house tutoring programme within schools for targeted pupils.'** This is because national tuition programme schools have been accessing 32 providers, there has been an issue around quality supply and high demand. As part of recovery planning a survey has gone to all schools to understand need.

STRONG GROWTH AND ACCESS TO JOBS

Status

Of the 15 actions, 8 have a green RAG rating, 5 have an amber RAG rating, and 2 have a red RAG rating. Most actions are ongoing but have been started.

Actions were focused on investing in making high quality employment support available.



Achievements

- Virtual work experience programme for Black, Asian and other ethnic pupils and those on Pupil Premium.
- Partnership with Black Pound Day and support for Black-owned businesses.
- Support for SMEs is progressing with a new Inclusive Business Network Manager, two additional Job Brokers who will work to identify good quality work opportunities for residents to progress into and an Employment Support Project Officer who is helping our network of employment services best support residents.
- New Job Hub in Kilburn, to be co-designed with residents and local partners, will go live in September and be scaled up after that.
- Progress made in improving data collection and learning about lived experiences and barriers to employment. This is an ongoing process.
- A Good Work Camden Digital Inclusion Project is being piloted and supporting local residents address identified digital challenges.
- We are helping people into good work through our Job Hubs and, through stronger links with welfare support within the Camden Advice Network, enabling residents to access income and employment advice simultaneously.
- Since Building Equal Foundations was published, the new Corporate Strategy and Policy Design Team has been set up to deliver the Renewal Commission missions, including the Diversity Mission 'by 2030, those in positions of power in Camden will be as diverse as our community'. This mission will carry forward a lot of the aims of the Strong Growth actions in Building Equal Foundations, and the overarching aim to improve job opportunities for Black, Asian and other ethnic communities.

Challenges

- Covid-19 has significantly worsened existing labour market disproportionality. Recurrent Covid-19 waves have heavily affected the job market, education and the economy. The pandemic also brought about challenges in helping people access employment through the network of services active within the borough.

Lessons learned

- As the case studies for our partnership with Black Pound Day and our Virtual Work Experience programme show, there is a lot that can be achieved through partnering with social enterprises or organisations who have particular focuses. As the impact of Covid-19 on the job market will be long-lasting, it would be good to explore what more the Council can achieve through partnering with employers, small businesses, and educational organisations to help people access jobs and support businesses that are struggling.

A STRONG AND DIVERSE VOLUNTARY SECTOR

Status

Nine out of ten of the overall actions have a green RAG rating; they have been or are in the process of being embedded.

Achievements

- In response to the pandemic, the Council was able to provide swift access to funding for our VCS partners to provide crisis emergency support to residents most impacted by the pandemic. The Council invested almost £1m of support, including contributions to Camden Giving's Covid-19 Charity Fund, a 3-month rent waiver for VCS partners and additional investment in Advice Services.
- In line with the Building Equal Foundations action plan, the Council has been focusing on building the capacity of the VCS, using an iterative bottom-up approach that focuses on trust, insights and strength building. Community Partnerships is working with Voluntary Action Camden and Ubele on building the capacity of small and grass root organisations. Parallel to this approach, Participation is working with different groups and networks on issues of importance. For example, Participation has worked with and funded a local organisation called the African Health Forum (now Umoja) to tackle Covid-19 vaccine hesitancy and encourage take-up among local Black, Asian and other ethnic communities.
- We have also worked with Public Health and VCS colleagues to tackle vaccine hesitancy and increase vaccine uptakes in areas where rates are lower. We have partnered with a series of local VCS organisations such as the Dome, SHAK, and Sidings on the vaccine bus mobile unit which tours the borough. We have also worked with partners to tackle vaccine hesitancy, for example we produced a podcast with Word on the Curb in which local young people from Black, Asian and other ethnic communities discuss their concerns with a local GP.



- We launched the We Make Camden website which is aimed at co-building Camden's renewal after the pandemic. As part of this work, community organisations and residents can access funding advice and support via our partnership with Camden Giving, to deliver initiatives that support social action. Funding is allocated on a rolling basis by a local panel of residents with lived experience which contributes to our objective of achieving diversity in positions of power.

Challenges

- One of the actions is rated amber, as it is a challenging action which relates to creating systemic and structural change, which takes time to achieve. It relates to work across the Council and while we have made good progress through our partnerships with organisations and work with residents, it remains amber as there is still much to achieve before we can say that this work has been embedded.
- The work to encourage Black African communities to take the COVID 19 vaccines is still a challenge. One of the reasons being negative messages received through social media.

Lessons learned

- Trust can be undermined by structural and institutional racism and discrimination. Some groups have historically been underrepresented within health research and discriminated against by health systems globally. This has included vaccines trials, which can influence trust in a particular vaccine being perceived as appropriate and safe and concerns that immunisation research is not ethnically heterogeneous.

SAFE HOMES

Achievements

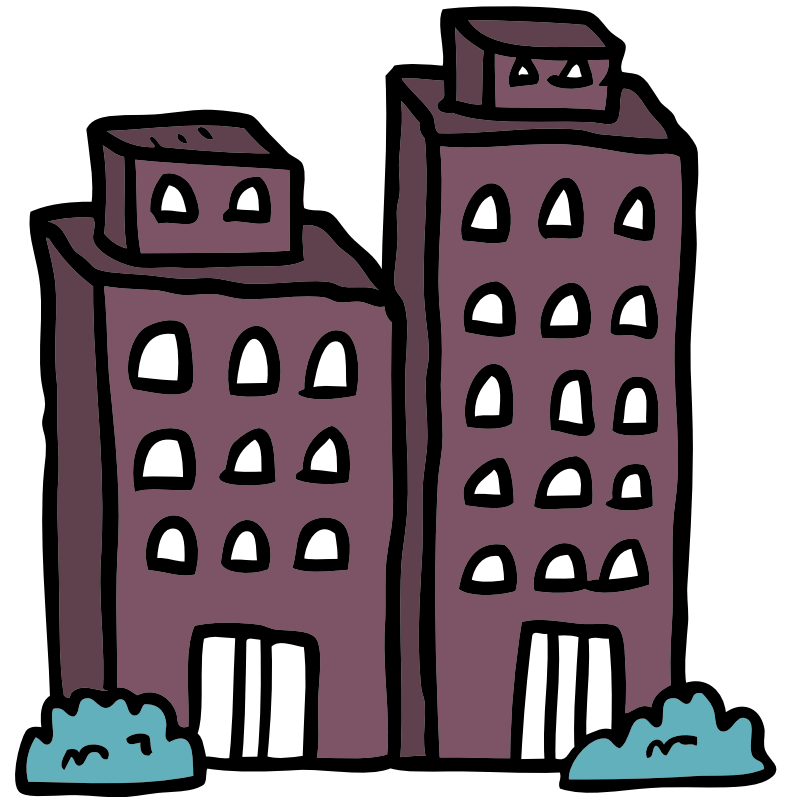
- 8 out of the 12 actions have a green rag rating and are in the process of being completed.

Limitations

- One amber and 3 red rag rating out of 12 . This is because these actions are not able to be implemented during lockdown.
- The ambition was to offer a safe alternative to larger households living in overcrowded conditions when a member of the family contracted covid to reduce further infection . Housing and public health teams worked together to try and develop a model. Unfortunately the limitation of the legal requirements on households when a member contracted covid made it impossible for us to offer a model that could be implemented.

Lessons learned

- Due to the scarcity of funding from the central government and lack of land in Camden, we will need to continue looking at alternative ways of resolving housing issues.



A HAPPY AND HEALTHY WORKFORCE

Status

All eight actions (originally nine - action eight is now merged with action five) have a green rating, and are progressing.

Achievements

- Work that has been completed as a result of the Race Equality Action Plan, developed in August 2020 includes:
- Launching our Anti-Racism Learning offer – education and reflection sessions are essential for all staff to attend and specific managers sessions are essential for people managers. So far, 73% of staff members have completed the education sessions and 75% of managers have attended their managers sessions. We anticipate that by the end of November 2021, all staff will have completed their training.
- Undertaking an end-to-end review of our recruitment process. This is in process and includes reviewing where we advertise, the language we use in our job adverts, the diversity of our panels and the way we shortlist. We are currently working on creating easy and meaningful ways for hiring managers to access diverse panels in ways that do not feel tokenistic for staff.
- Reviewing our Absence Management, Grievance, Underperformance and Disciplinary policies and procedures to make them more inclusive and reduce/mitigate the potential for disproportionality.
- We continue to try and understand people's lived experience, and have created a number of ways to do this. We have held two sets of focus groups focusing on the

experience of Black, Asian and other ethnic staff (where one focused particularly on Black Women). We have also set up Staff Inclusion forums, where we share particular aspects of our race equality work and open it up for feedback and input, so staff are able to shape the work from their own experiences. Part of this work has also involved creating a series of safe spaces across the organisation where Black, Asian and other ethnic staff can come together, share their experiences and support each other.

- We have delivered clear communications for staff throughout the pandemic, as well as providing staff with tailored wellbeing support. We have run specific wellbeing sessions for carers, staff living alone, younger staff, LGBTQ+ staff and staff who were shielding and/or vulnerable to Covid.

Challenges

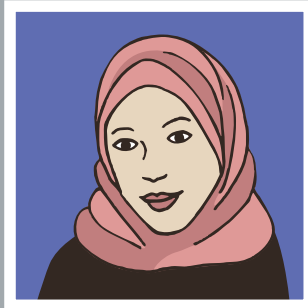
- Although the data we hold on our staff in relation to ethnicity is relatively high, the data we hold in regards to sexual orientation and disability is very low. This makes it difficult to draw conclusions from this data about disproportionality regarding our LGBTQ+ or disabled staff. Despite doing a substantial amount of work on this to increase declaration (a Comms campaign including staff stories, updating our Oracle options to make them more inclusive,

contacting People Managers, writing to frontline staff) we did not see a significant increase. Through our Pulse Survey we can see that the majority of respondents believe they have completed their data on Oracle, and that the main reasons people have not is because they don't know how to and they are not clear on what will be done with the information. This is useful for us in considering our approach to this.

- To help us draw more meaningful information from our data, we conducted research into the experiences of our disabled staff using a depth interview approach in December 2020. We are now speaking to a variety of providers regarding doing the same with our LGBTQ+ staff.

Lessons learned

- We have learned that we need to be mindful of staff burnout when it comes to staff providing feedback and sharing thoughts, opinions and their own experiences. This is a very emotive area of work and staff have experienced and are experiencing racial trauma which we need to be very sensitive to. Having said this, we have also seen really positive take up whenever we have provided staff with the opportunities to give their feedback verbally (focus groups, Staff Inclusion forums) which has taught us that this is an effective way for us to engage with staff and gain meaningful insight.



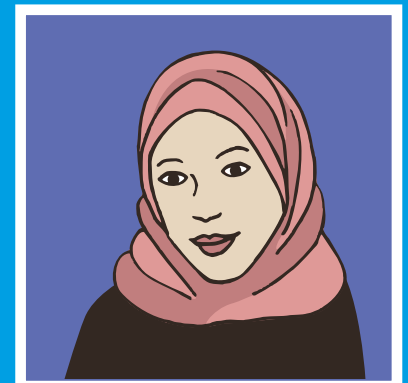
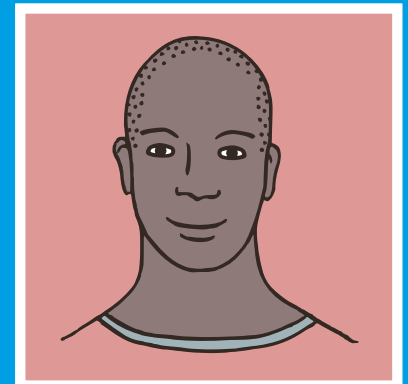
**BUILDING EQUAL FOUNDATIONS:
CASE STUDIES**

Volunteers recruited through Camden's Covid-19 Health Champions project are trained to deliver early support and advice on Covid-19 and vaccinations, tackle myths, and signpost residents to relevant resources, support & guidance.

In direct response to the disproportionate impact on Black, Asian and other ethnic communities seen after the first wave of the Covid-19 pandemic, volunteers were recruited by the Public Health team in Camden to be trained as Covid-19 Health Champions. The programme launched in September 2020 and to date there are 103 Covid-19 Health Champions in Camden, and a further 39 who work across both Islington and Camden. For the Champions that have declared this information, we know that 46 are attached to mutual aid groups or VCS organisations, 27 are from Black, Asian, and other ethnic communities, and 25 are from faith groups. It being nearly a year since the inception of the programme, The programme continues to thrive and the Covid-19 Health Champions continue to work with Public Health and share important information in their communities.

Summary of the Covid-19 Health Champions' activities in the last year:

- CHCs have been proactively sharing communications and resources from Public Health's weekly updates with those in their communities (particularly in the workplace and with friends and family) via email, WhatsApp and verbally. These updates include information on the latest Covid-19 information and guidance, a Champions question section, signposting to wider services and links to resources that can be shared with others. We continue to share translated resources in various community languages and have also linked champions in with useful community events, particularly around the Covid-19 vaccine. They have been instrumental in providing trusted sources of information for Camden residents, which has been integral in conveying accurate information about the flu jab and the various COVID vaccines.
- Champions are now supporting us with promoting the vaccination bus and pop-up clinics in the local area. For example, they have been handing out leaflets and answering questions in the lead up to clinics or have been supporting at the site itself.
- Champions attend our weekly drop-in sessions and so are able to feed back information about how different communities are responding to latest Covid-19 guidance and vaccines or notify us of any issues. As a result, we've been able to organise targeted sessions on Covid-19 misinformation (NIHR-run) and public protection colleagues have attended to discuss what they're doing to keep communities safe and how Champions can support with feeding back any concerns.
- We continue to promote the programme widely through webinars and newsletters targeting specific communities (e.g. Bengali, Somali and Arabic), faith leaders, VCS, elected members and mutual aid volunteers. Ensuring that all communities are able to make a reliable and informed decision about their health and issues such as Covid-19 vaccination remains a core priority.



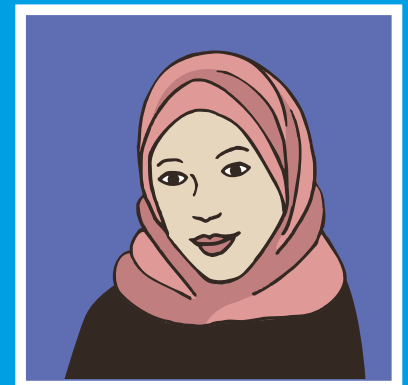
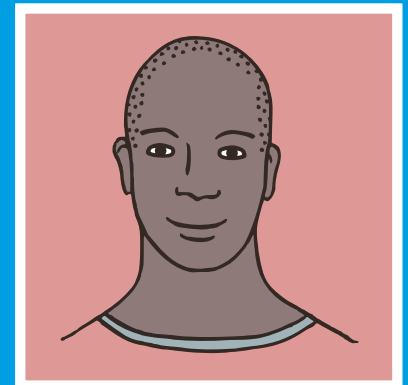
Find out more information about the project [here](#) and [here](#).

Working with Camden's Care Navigation and Social Prescribing service to review types of referrals and needs, assess whether the complex needs of Black, Asian and other ethnic residents are being met, and find ways to further promote the service. Looking at the ethnic profile of the social prescribing workforce and supporting the provider to reach greater representation if required.

The Camden Care Navigation and Social Prescribing service play an important role on multidisciplinary teams, as they are able to link people up with the right services (that GPs often aren't aware of) and with appropriate VCS organisations.

The Camden Care Navigation and Social Prescribing service have an extremely diverse workforce and have been very successful in the ways they have reached out to the community. In addition to referrals from GPs, they subcontract some of their work to Voluntary Action Camden who manage a team of volunteers. A large percentage of these volunteers are from Black, Asian, and other ethnic communities, and this is a contributing factor in cultivating a high level of trust when referring residents to the service.

- ❑ In March 2021, 41.4% of inwards referrals from care navigators (often based at GP practices) were from Black, Asian, and other ethnic backgrounds.
- ❑ In March 2021, 70.3% of inwards referrals from community links volunteers were from Black, Asian, and other ethnic backgrounds.
- ❑ There is also extremely positive feedback from service users. Just some examples which are taken from Q4 2020/21 data include:
 - ❑ 100% of respondents said of community links' service performance that the community link volunteers helped them make contact with the services/support that they needed, and 100% stated that they would use the service again or recommend it to others
 - ❑ 100% of respondents said of care navigators' service performance that care navigators understood their needs, and that since working with care navigators they have had a better understanding of how to manage their health and wellbeing, and 100% also stated that they are satisfied with the help received from the care navigators
- ❑ Additionally, regarding the care navigation service workforce, their last data collection found that 100% of community links volunteers moved on to paid employment within three months of leaving the service, and 60% of those were from Black, Asian, and other ethnic backgrounds.



| Memorandum of Understanding for Zero Tolerance of Racism and Abuse in ASC settings

In response to concerns raised by staff, Camden's ASC service worked with people and organisations across the ASC system in Camden to articulate a zero-tolerance approach to racism and any form of prejudicial behaviour, and developed a Memorandum of Understanding (MoU) as a way of putting that approach into practice. The purpose of the MoU is to meet the legitimate expectation of staff that their employers will respond in a timely, visible and credible way to their reports of racist abuse and prejudicial behaviour. The MoU will:

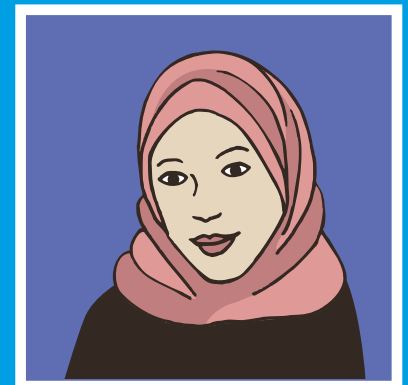
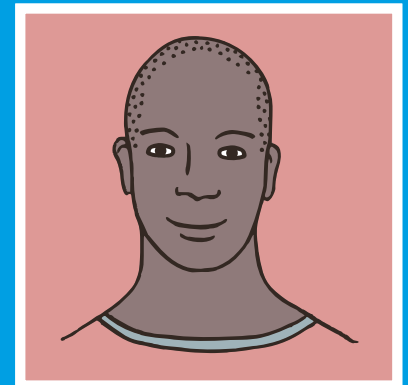
- i. Set out a clear and shared statement to Camden residents regarding zero tolerance of racist abuse and expected standards of behaviour when in receipt of paid care and support.
- ii. Ensure that staff across Camden's adult social care landscape are empowered to:
 - Coordinate a response to any reported incident
 - Collaborate across organisational boundaries to a set of shared principles
 - Consistently respond to incidents in a timely and effective way that offers support to staff affected by racist abuse, whoever they work for

In order to achieve the above, the MoU sets out a number of practice requirements for Adult Social Care staff and partners to follow in order to put the zero tolerance of racist abuse guidance into practice: confidentiality; safe spaces; management support.

The MoU seeks to establish a joint process for reporting and investigating incidents of racism. The MoU states that the employer of the member of staff who has been subject to racist abuse should inform and work with the commissioner, the Social Work or Care coordination team and the Police or Safeguarding team to agree the appropriate shared response to the incident.

To support the MoU, new guidelines have also been written on reporting and responding to incidents of racist and other prejudicial abuse, and managing persistently racist and abusive behaviour. These guidelines:

- ❑ Provide detail about what to do if racist or other prejudicial abuse is witnessed or experienced
- ❑ Are transparent about what response and support an employee can expect from their employer if they report racist or other prejudicial abuse
- ❑ Provide guidance for managers about the process to follow if racism is persistent and does not cease after initial efforts.

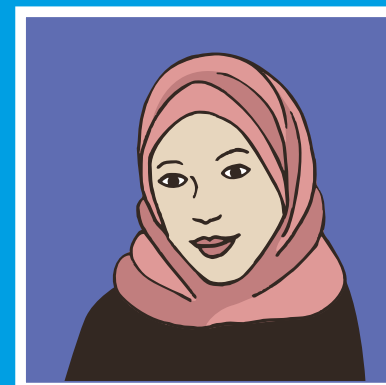
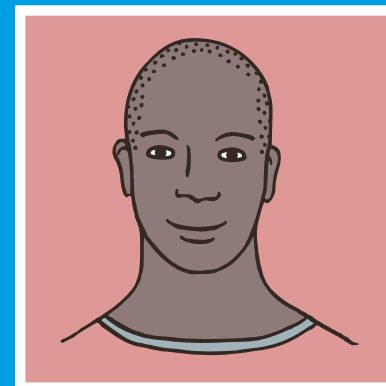


Camden Learning, Camden LA and the Camden family of schools are partnering with the Black Curriculum – 22 Camden schools

The case study of Camden's partnership with the Black Curriculum (as well as Black Pound Day) illustrates what can be achieved through partnering with social enterprises or VCS organisations who are experts in a particular area. This is especially true with equalities work which needs a grassroots empowerment approach and needs to be guided by those who have lived experience of the equalities issue.

- For 2020/2021, one of the distance learning hubs which Camden Learning has developed is the Anti-Racism Hub. The hub is set up to support schools to make strategic, long-term changes to ensure that anti-racism is embedded into every area of their school, focusing on curriculum, conduct, outcomes, and culture.
- The Black Curriculum has been working with Camden Learning and the Anti-Racism Hub since Autumn 2020. The Black Curriculum is a social enterprise that delivers Black British history through the arts, in schools and out of schools to all young people in the UK.
- Twenty-two of our Camden Schools are part of the Hub working with The Black Curriculum. Teachers, senior leaders and headteachers from each school meet regularly to share existing good practice and propose initiatives to formulate into trials which are then monitored. The resulting successful strategies are shared widely with all Camden Schools.

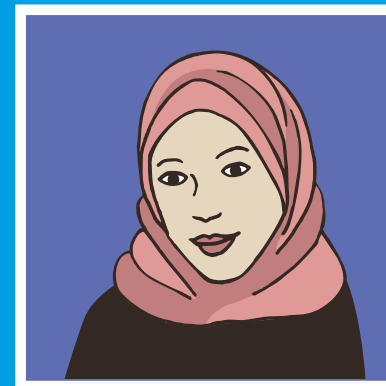
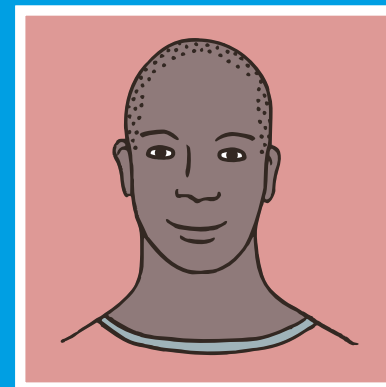
Find out more about the Black Curriculum [here](#).



The Covid-19 pandemic illustrated and deepened disparities in educational experiences and outcomes for Black, Asian and other ethnic young people, and also revealed a lack of diverse ethnic representation across the governance of our schools.

This works towards the Renewal Commission Diversity Mission 'by 2030, those in positions of power in Camden will be as diverse as our community'. The Director of Equalities and Disproportionality is a sponsor of this mission.

- We are committed to changing this in Camden. We want to ensure that those who have a direct influence over the way our schools are managed are representative of local and borough-wide communities. In particular, we want to increase the representation of Black, Asian and other ethnic people on our Full Governing Bodies across schools in Camden.
- To do this, we want to understand the experiences and challenges of, as well as barriers to, being a school governor, particularly for Black, Asian and other ethnic people. We also want to demonstrate the impact it is possible to have as a school governor in Camden, and help communities and individuals understand why representation on our Governing Bodies matters.
- We will be holding conversations and developing solutions to tackle this key issue in Camden. As part of our insight gathering, we have already held 11 interviews from across 11 schools in the borough, with the imminent aim of completing 20 interviews as part of the first stage of our engagement. From here, we will begin to co-design initial solutions with our communities. While this work is in its infancy, it has huge potential – and we want to take the time to get this right. We are committed to creating a place that works for everyone, and where everybody has a voice. Together, we can create a borough that is truly representative of, and gives power to, our diverse ethnic communities.



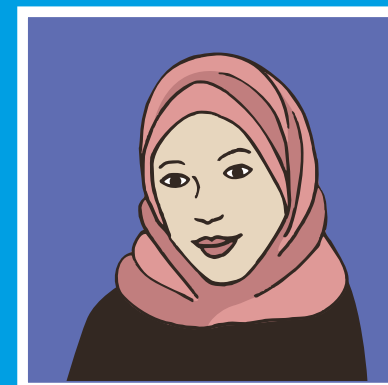
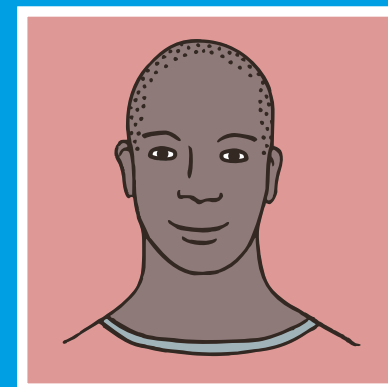
STRONG GROWTH:

Work to support Black-owned businesses and partnership with Black Pound Day

Camden Council has developed a partnership with Black Pound Day, an organisation which has created a directory of Black-owned businesses in the UK to boost and encourage their visibility.

The partnership involves a social media campaign and workshop for aspiring Black entrepreneurs. The social media campaign involved Black entrepreneurs sharing their experience of starting and running a business, and advice to residents seeking to become entrepreneurs. In addition to this, video excerpts from the workshop event received an overwhelmingly positive response on social media. The partnership was arranged to inspire Black residents interested in enterprise and business start-ups, which is particularly significant given the entrenched barriers experienced by Black people to access the start-up sector.

A meet and greet with Black-owned businesses was held with Camden politicians to explore how to support Black-owned businesses in Camden. Furthermore, The Inclusive Knowledge Economy Project was set up to address the issue that the vast knowledge economy in London remains disconnected from its diverse communities, and unlock sustainable economic opportunities for disadvantaged local people in nearby knowledge and technology industries. This is in addition to the Council's business support training programme, delivered by Rebel Business School, which seeks to support residents to start a business with no formal business plan and without borrowing money.



Camden Council is continuing to unlock jobs, apprenticeships/skills, work placement opportunities through the levers at our disposal – including the planning and procurement process. We are committed to promoting social value through our spend and ensuring that the jobs, apprenticeships, work placements, scholarships, curriculum based activities benefit our diverse communities. We are also committed to increasing the Council's spend on a diverse range of supplies and SMEs. We want to also proactively open up our procurement including contract/commissioning opportunities under £100k more widely so that a more diverse range of suppliers can benefit from our spend. We are in the process of developing a range of measures to address barriers faced by diverse suppliers and providing them with support to enable them to become fit to supply to the Council as well as other large buyers. Camden Council have also organised a Meet the Buyer event recently to enable a diverse range of suppliers to meet large buyers & pitch to them.

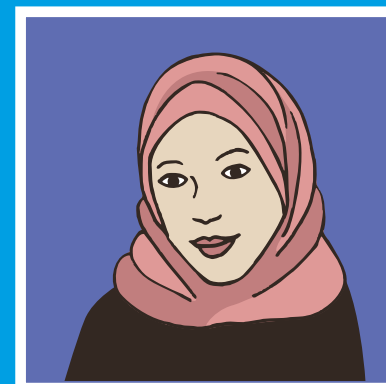
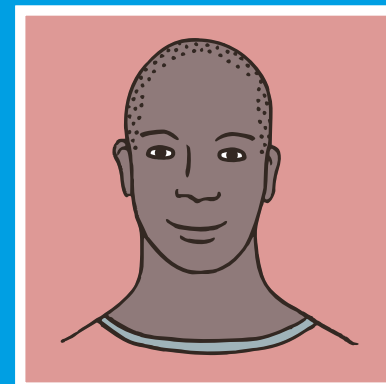
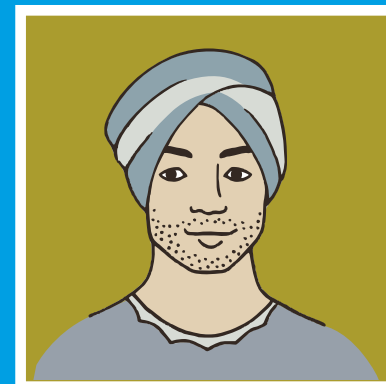
Find out more [here](#).

Due to Covid-19 restrictions, in 2020 the STEAM team quickly adapted to design and deliver a Virtual Work Experience programme in partnership with the national charity Speakers for Schools.

The STEAM team set up placements for around 250 young people in years 11, 12 and 13 from 11 Camden schools. Disadvantaged students were successfully prioritised for placements; of participating students 41% were eligible for Pupil Premium and 57% were from Black, Asian and other ethnic backgrounds. Placements took place with nine influential employers including Central Saint Martins, the Francis Crick Institute and Google. Each placement was project-based, with students working in small teams on authentic challenges and presenting their projects at the end of the placement. Additionally, mentoring and employability support was offered. 81% of students who participated in the Virtual Work Experience programme did not have placements lined up before the Covid-19 pandemic began, so would have been unlikely to have gained any employability exposure without it and for just over half of respondents (54%), the virtual work experience was their first experience of the workplace. The Virtual Work Experience placements were highly rated by the young people who took part, with 86% of them reporting that they would recommend virtual work experience to other students.

The sessions had a number of positive impacts on the skills and employability of the participants:

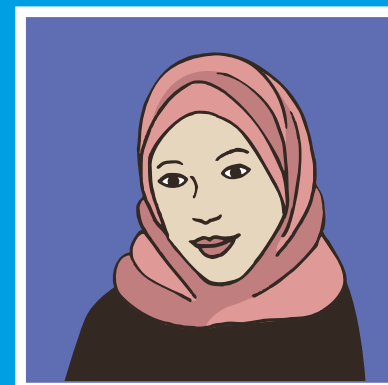
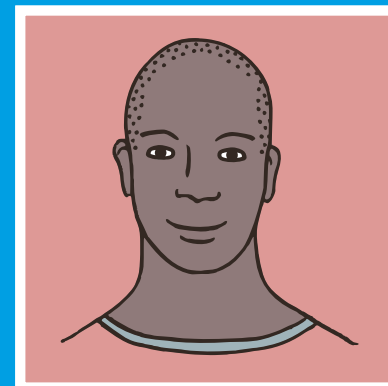
- 88% felt they learned skills that they wouldn't have gained through school or other activities,
- 70% felt more confident about entering the world of work
- 58% agreed or strongly agreed that they now have a clearer idea about the career path they would like to follow in the future.



STRONG VCS: case study of work with UMOJA

The Council commissioned UMOJA (formerly the African Health Forum) to undertake a project from February 2021 to April 2021 to explore how we can support and encourage people from Sub Saharan communities to take up the Covid-19 vaccine, whilst also understanding why some will not want too.

- ❑ UMOJA contacted 139 (82 female and 57 male) residents who are from Sub-Saharan Africa. Faced many barriers with regard to the impact of Covid upon their lives. Low take up of registration with GPs and health services generally has been a major factor as has negative messaging about covid and vaccines. Social isolation and undiagnosed mental health concerns have also emerged. Covid and lockdown has also highlighted other factors affecting their members i.e housing is a major issue for them as is concern about what they perceive to be racist attitudes when it come to health and wellbeing.
- ❑ UMOJA members are all Camden residents. At present 11 of the participants were not registered with GP.
- ❑ The findings highlighted the negative messages received through social media, and why the Government did not come out to challenge the negative views, which raised doubt about the vaccine. Communities interact and can influence each other positively or negatively. Interventions with the right information can help people share facts especially on COVID 19.
- ❑ Providing a good understanding of Covid-19 using language that people understand, culturally appropriate communication, and ensuring consideration of cultural and the importance of faith can reduce fear and promote confidence in making an informed choice. There is a need for promotional materials in appropriate community languages to assist with countering negative messaging and encouraging vaccine uptake. Simultaneously the importance of having an information pack about the vaccine available was also fed back to Public Health and mental health team by our champions. Public Health and the mental health team have both prepared information packs in some community languages.
- ❑ At the end of the project, 82 people (59%) were pro-vaccine, while 57 people (41%) remained unsure about the vaccine. This project was initially commissioned for 3 months, officers have secured additional funds from the NCL CCG Outreach Vaccine group to continue this essential work . North Central London Clinical Commissioning Group (NCL CCG) will fund Umoja for the next stage of the project.



Data showed that COVID vaccine uptake is disproportionate across the country and in some of our Camden communities. Local Public Health data suggests that there were several wards in Camden that had a particularly low uptake. The Council and its partners explored how vaccine uptake could be improved in the borough by bringing the vaccination programme to those wards with low uptakes, in a hyper-local setting.

After various options were considered, including converting existing lateral flow testing sites, pop up clinics and offering transport for residents to appointments, it was decided that converting a small bus was the best option to reach people by targeting locations in the borough with low vaccine uptake.

Council officers are partnering with local VCS organisations each week in the area the bus is operating, to do outreach work with the community. Our team go door-to-door and out in the streets before and during any bus visit to engage people in conversation about the vaccine and promote the bus visits. On the day of a bus visit, we are joined by colleagues from UCLH clinical staff. Residents can pre-book on our system, or just come along on the day, without the need for an NHS number or link to a GP. Our clinical staff will ask some screening questions before giving the vaccine and we also ask people to fill in a questionnaire afterwards, while they observe the 15 minute observation period to make sure all is well.

As of 6 October 2021, 3,609 people in total had been vaccinated on the bus. Of which:

- ❑ 41% are from Black, Asian, and other minority groups
- ❑ 59% are white

Some success stories

A homeless person who had his first vaccine only four weeks prior was given a second dose after he was encouraged by our outreach team to take the second vaccine in line with the initial recommendation of four weeks instead of the extended 10-12, due to the individual being high risk. Once he received his second dose of the vaccine, he encouraged one of his fellow homeless people to receive his second dose too.

Three generations of a family from an underrepresented group were vaccinated. The family initially attended the site to escort their grandmother to receive her vaccine. However, after good conversations with the family, all three generations decided to get vaccinated at the same time.



One of the actions from Building Equal Foundations is to explore the Community Infrastructure Programme's (CIP) approach to procurement with the aim of making sure there are more diverse/representative contractors and creating a framework for this to be delivered. A review of the 238 or so suppliers CIP engaged with in 2019/20 highlighted a lack of diverse teams employed by them. Often bid information submitted has failed to reflect Camden values. Moreover, the Council's spending on procuring services is not trickling down to local Camden communities, is maintaining the status quo and entrenches disadvantage.

Following the review, a project team was set up to look at how to promote anti-racist practice in procurement. An Initial Action List has been drawn up:

- ❑ Raising the profile - Setting out the Council's Inclusive Procurement Values
- ❑ Adapting our tender documentation to head off a repeat of the tenderer's discriminatory behaviour as in the case of West Kentish Town.
- ❑ Tightening existing clauses in our template contracts dealing with anti-discriminatory behaviour.
- ❑ Seeking to build more active consideration with regards to awarding contracts to small and medium enterprises / Black, Asian and other ethnic minority-based enterprises into the Tollgate Process.
- ❑ Encouraging market engagement
- ❑ Incorporating a more active review of the promotion of equalities / social value by the Council into the tender assessment process to ensure their relevance to the needs of our communities
- ❑ Training/raising awareness amongst staff involved in commissioning suppliers/contractors
- ❑ Resources for the Task & Finish Group

A framework has been proposed to Supporting Communities Directorate Management Team. Presentations are being made to a number of SMTs and DMTs on the work of the Task & Finish Group. The framework should be live later on or early next year. The next and final step will be to write to our existing suppliers about our new ways of working.

We believe that the framework will not only support and re-affirm the Council's commitments to equality, but it will also benefit local small business from underrepresented groups by giving them an opportunity to bid on Council contracts.

In 2020, the Council launched a review into individuals memorialised across the borough. As part of this review, Cecil Rhodes House was identified for renaming for Cecil Rhodes' involvement in creating a political system of racism, discrimination and segregation which led to the apartheid in South Africa in the 19th century. The renaming of Cecil Rhodes House is one part of a wider programme of work to ensure Camden's public realm is inclusive and representative of its diverse and vibrant communities.

All Cecil Rhodes House residents were invited to take part in a ballot in February to choose a new name for their block. The vote received an excellent turnout with 77% of households voting for their favourite name. Nearly two thirds of voters chose Park View House, named after the building's view of St Pancras Gardens, in a shortlist of four names. On 21 September 2021, residents of the newly named Park View House celebrated the housing block's new name alongside the Mayor of Camden, guest speakers and local Councillors.

Councillor Abdul Hai, Cabinet Member for Young People, Equalities and Cohesion, said

'The renaming of Cecil Rhodes House was an important task for us. It was vital that we looked at the figures honoured in our borough and commemorating Cecil Rhodes did not align with our values or those of our residents. The renaming of Cecil Rhodes House is a significant moment for us, but the work doesn't end here - we will continue to work towards making Camden truly inclusive and representative of our diverse and vibrant communities. We're proud to honour the new name, Park View House, with a commemorative plaque which will be installed at the block to mark this new chapter in our local history.'



Beckford Primary School was also officially renamed to West Hampstead Primary School after a vote by staff, parents and pupils in September 2020. The school was previously named after William Beckford, who enslaved over 2000 Africans to work on his plantations and supported the slave trade that kept his family among the wealthiest of their generation.

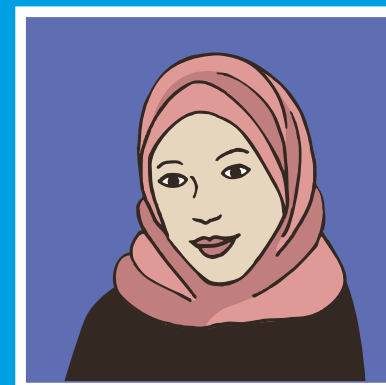
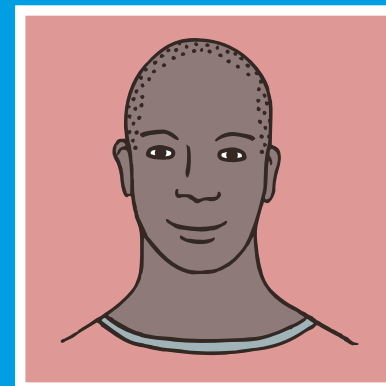
These two renamings are some of the first of many projects coming soon to promote equality, diversity, and inclusion in Camden's public realm.



Find out more and read the press coverage [here](#) and [here](#).

The Council wants to be an organisation where everyone feels able to be themselves at work regardless of their background and/or cultural identity, and in support of that the organisation want to enable all staff to understand what racism means, the impacts this has and what it means to be truly anti-racist.

- On 17 May 2021, the Organisational Development and Learning and Development Team launched Camden's first organisational-wide anti-racism learning offer which will equip all staff with the knowledge and skills to identify and actively challenge racism in all its forms. The roll out of an anti-racism learning offer is a key action set out in Camden's Race Equality Action Plan. The plan reaffirms our commitment to race equality and sets out over 30 actions which we commit to take, to tackle structural and systemic organisational barriers that prevent our Black staff, Asian staff and staff from other ethnic backgrounds from accessing opportunities equally.
- We will be expecting all staff (over 4,500 people) to attend this essential training to help drive and support the positive move towards greater race equality. Therefore, the training is mandatory for all staff in Camden. To develop the learning offer we have worked closely with colleagues across Camden and a specialist provider, In Diverse Company. The learning offer complements the existing anti-racism work that has been taking place across teams and services by creating a shared organisation-wide understanding of what it means to be an anti-racist in Camden.
- To ensure that the offer encourages more conversations about race equality in our organisation the offer encompasses a three-hour education session, which enables participants to develop a shared understanding of what it means to anti-racist, a reflection session (90 minutes), a safe space for participants to discuss their thoughts, experiences and commitments going forward and lastly a manager's session (two hours) which is an opportunity for managers to identify the ways they can create greater inclusion in their teams and in organisation.



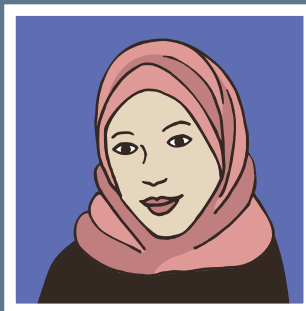
In May 2021, we launched our first Inclusion Pulse Survey. We wanted to understand our staff's feelings, experiences and perceptions towards the inclusivity of Camden before we started our Anti-Racism Learning Offer. We will conduct another survey when staff have completed the Anti-Racism Learning Offer so that we can understand the impact that it has had. This data will also help us evaluate our broader race equality and inclusion work.

1337 staff members responded to the survey, which is 31% of the organisation. Although this is a lower response rate than our previous pulse surveys, it is a large enough sample size to draw statistically significant conclusions. 37% of respondents were from Black, Asian or other ethnic backgrounds, roughly reflecting the broader organisational make up, which is also helpful in drawing meaningful conclusions from the data.

There are some key trends coming out of the data. These are:

- ❑ Staff feel a greater sense of belonging, trust and have a greater perception of fairness within their teams than within the wider organisation
- ❑ Staff do not feel that the recruitment process is fair and there were numerous comments about favouritism
- ❑ Staff are more confident identifying prejudice than they are challenging it
- ❑ Black, Asian and other ethnic staff answered less positively to almost all questions compared to White staff
- ❑ Disabled staff answered less positively to almost all questions compared to non-disabled staff
- ❑ Through intersecting the data from different ethnicities and genders, we can see that Black Women feel the least positive about working at Camden

We are already undertaking substantial amounts of work in order to make Camden a truly inclusive organisation. We have committed to over 30 actions in our Race Equality Action Plan, and, since this survey was conducted, we have trained around 3000 staff as part of our Anti-Racism Learning Offer. We are currently conducting an end-to-end review of the recruitment process, with our next steps focusing on ensuring our panels are diverse without feeling tokenistic. We signed the Disability Charter in December and as a result of this have recently launched our Wellbeing Passport. This data shows that we need to continue this work in earnest. We want to understand more about the experiences of our Black female staff in order to take targeted action. We have therefore conducted three focus groups with Black female colleagues to hear more about their experiences and what we need to do to create change. While this work has been going on, a number of women in the Supporting Communities Directorate decided to set up a Women of Colour Progression Network focusing on development opportunities for Black, Asian and other ethnic women. These have since been launched in each directorate.



Appendices

Appendix A: Healthy, independent lives ... 30

Appendix B: Healthy, independent lives (Adult Social Care clients and shielded residents) ... 39

Appendix C: The best start to life ... 43

Appendix D: Strong growth and access to jobs ... 50

Appendix E: A strong and diverse voluntary sector ... 55

Appendix F: Safe homes ... 58

Appendix G: A happy and healthy workforce ... 62

Appendix H: Wider Equalities and Disproportionality update and case studies of wider Equalities and Disproportionality work ... 64

Action area	Healthy, Independent Lives: Tackling Racial Inequalities in Health	Lead Sponsor	NAME: Piers Simey NAME: Wikum Jayatunga (Catalyst Group Lead)	Date	04/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 1 – 4

Action 1

- Three priority actions agreed with health partners in Summer 2020, and these actions have now been embedded in other actions in this action plan

Action 2

- Processes have now been implemented to routinely collect and record ethnicity data as part of the death registration process. Work will continue in the department to ensure that ethnicity is routinely collected by all of our services/commissioned providers

Action 3

- New resources and content have been created that are available in 18 languages and in subtitled and e-reader format. Marketing materials include images of people from different ethnic backgrounds. Support groups also available in 18 languages
- Staff have been trained to understand culinary traditions, faith requirements and cultural factors that may influence health behaviour change, diet and physical activity and recipe books have been co-created with service-users and coaches from differing culinary traditions
- Programme is currently developing approaches to increase referrals amongst Black, Asian and other ethnic groups and to increase awareness of diabetes risk. This approach will target high-risk BAME residents who have an existing long-term condition. These residents will be identified through a centralised data extract and invited to participate in the NDPP

Action 4

- NHS Health Checks have been ongoing (but slowed down drastically) through Covid-19. We have now started the Health Equity Audit on this programme for Camden

Action	Lead	Target Date	Actual Date	%	RAG
Action 1: Public Health are working with local health partners to rapidly agree a set of priority actions for addressing Black, Asian and other ethnic health inequalities, as a sub-set of this wider action plan, that we will jointly take forward through our integrated health and care borough partnership	Wikum Jayatunga	September 2020	September 2020	100%	G
Action 2: Continue to work with local registrars to set up processes for routinely collecting and recording ethnicity data as part of the death registration process	N/A	September 2020	September 2020	100%	G
Action 3: Working with the Diabetes Prevention Programme across Camden and North Central London to effectively target high risk Black, Asian and other ethnic groups to ensure they can actively engage in the programme and that the tailored, personalised help to reduce risk is culturally competent	Dana Hayes	100%	Currently ongoing		G
Action 4: Review the existing local NHS Health Checks programme to continue to ensure checks are delivered to Black, Asian and other ethnic groups and if required, referral to lifestyle services as a result of receiving the check	Polly Kwok and Olivia Hobden	September 2020	August 2021		G

Next steps/Decisions

No updates needed here

Action area	Healthy, Independent Lives: Tackling Racial Inequalities in Health	Lead Sponsor	NAME: Piers Simey NAME: Wikum Jayatunga (Catalyst Group Lead)	Date	04/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 5 – 8
<p>Action 5</p> <ul style="list-style-type: none"> NCL Cancer Inequalities working group established (work looking at waiting times by ethnicity has also been carried out) Cancer Awareness Measure survey analysis completed (raised some issues we need to focus on) Development of the NCL Prevention, Awareness, and Screening strategy is progressing, with health inequalities being key focus Cancer Needs Assessment: final draft being signed off. This will inform future action on ethnic inequalities in cancer Comms strategy being developed, with key aim of increasing awareness and screening uptake in BAME communities <p>Action 6</p> <ul style="list-style-type: none"> Large amount of work undertaken with partners to ensure high flu jab uptake in different communities Specific targeted comms were carried out in areas where the data was showing disparities i.e. Paid radio adverts on community radio stations (e.g. on Nomad radio) in response to data showing poor uptake among Somali population / other black communities <p>Action 7</p> <ul style="list-style-type: none"> 103 Camden Health Champions recruited (including 27 from Black, Asian, and other ethnic communities) Key activities include sharing comms and resources, relaying key messages, and producing videos in community languages <p>Action 8</p> <ul style="list-style-type: none"> Mental Health Needs Assessment complete and key recommendations around ethnic inequalities produced

Action	Lead	Target Date	Actual Date	%	RAG
Action 5: Improve case finding and earlier diagnosis of cancer in Black, Asian and other ethnic residents through national screening programmes, and improve awareness around identification of early symptoms and signs, and address variation across primary care	Amanda Sharma and Fanta Bojang (NCL Cancer Alliance)	Ongoing work	Ongoing work		G
Action 6: Work with the CCG to develop and implement effective plans for the coming flu season to ensure good uptake of flu immunization amongst our eligible Black, Asian and other ethnic residents	Wikum Jayatunga and Danielle Lawrence	Completed Sep/Oct 2020	Completed Sep/Oct 2020	100%	G
Action 7: Volunteers recruited through Camden's Covid-19 Health Champions project are trained to deliver early support and advice on Covid-19 and vaccinations, to tackle myths, and to signpost residents to relevant resources, support and guidance	Gizem Koksall	July 2020 onwards	Ongoing		G
Action 8: As part of Camden's mental health Covid-19 response, a mental health needs assessment was carried out. As part of our ongoing response, we will embed the report's recommendations (in partnership with other organisations, including VCS orgs), with a particular focus on ensuring low wellbeing and mental illness is destigmatised and that residents from Black, Asian and other ethnic communities are aware of mental health and wellbeing support services and can access them. Additionally, we will ensure that our mental health training offer for both staff and residents is culturally competent	Sue Hogarth	N/A	Now – Summer 2021		A

Next steps/Decisions

- Action 5:** The action above is a newly reframed action – it has been adjusted from the action originally published (after discussion with Hanad). The original action was mainly already captured in Action 3 and Action 4, so we just kept a cancer focus for Action 5 (where there is lots of ongoing work)
- Action 8:** The action above is a newly framed action – it has been adjusted from the action originally published (after discussion with Hanad). The original action was very similar to what is captured in Action 15, and so we felt it was more valuable to capture other ongoing work around mental health and inequalities which is happening in the Public Health department

Action area	Healthy, Independent Lives: Tackling Racial Inequalities in Health	Lead Sponsor	NAME: Piers Simey NAME: Wikum Jayatunga (Catalyst Group Lead)	Date	04/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 9 – 12
<p>Action 9</p> <ul style="list-style-type: none"> The Health and Wellbeing Board sub-group on health literacy was established summer 2020, and was successful in addressing many health literacy promotion issues around Covid-19. This group produced an action plan of areas where work was required, and these actions have been successfully embedded in other work streams <p>Action 10</p> <ul style="list-style-type: none"> Covid-19, flu, mental health, and return to school materials and resources have been reviewed and amended Worked effectively with partners across the Council, NHS, and VCS to engage with communities and share timely and culturally competent comms. Ensuring our materials are culturally competent has now become embedded as BAU for anything produced <p>Action 11</p> <ul style="list-style-type: none"> 'Ways to Move' in Camden: a resource created for healthcare professionals, social prescribers, and residents Camden Sports and Physical Activity team distributed information to their partners on disproportionality and on how the sports/physical activity industry can respond, including guidance about appropriately targeted comms for Black, Asian, and other ethnic communities Home-based exercise packs distributed to at-risk residents <p>Action 12</p> <ul style="list-style-type: none"> A communication strategy has been developed for the Parks for Health project which has identified the need to engage Black, Asian, and other ethnic communities as 'missing audiences' from our parks and open spaces

Action	Lead	Target Date	Actual Date	%	RAG
Action 9: Convene a task and finish group with representation from the CCG, Healthwatch, the Council, schools and the new Black, Asian and other ethnic VCS network, to look at developing and delivering a joint programme focused on health promotion, prevention and health literacy, working with schools as key partners and settings for family and community engagement. This could start with a focus on immediate concerns relating to Covid-19, and supporting more Black, Asian and other ethnic families and children to attend school, as well as developing an ongoing programme focused on a range of health and wellbeing issues prioritized by our Black, Asian and other ethnic communities	N/A	July 2020	July 2020 and then ongoing (now completed)	100%	G
Action 10: Review all health promotion communications and marketing materials to ensure those targeted at Black, Asian and other ethnic communities include culturally specific imagery and content, using voices of communities with lived experiences	Gizem Koksall and other PH team members	December 2020	Ongoing as BAU	100%	G
Action 11: Promote physical activity opportunities in and round the home, such as online resources and streaming classes, home-based exercise packs for people shielding etc. to specific Black, Asian and other ethnic communities and age groups where physical inactivity is an issue	Deborah Bush	November 2020	Mainly complete but some ongoing work	100%	G
Action 12: Work with Black, Asian and other ethnic communities and VCS organisations to support use of parks and open spaces in line with social distancing, through tailored communications, and through work of the Parks team, the Sport and Physical Activity team and the Parks for Health programme	Oliver Jones	Ongoing	Summer 2021		A

Next steps/Decisions

Action 11: Whilst this action and its measures of success are mainly complete, there is some ongoing work in this area. Next steps include the work that the Cultural Advocacy Project is now doing with the Sports and Physical Activity team, looking at how to consider increased accessibility to exercise and classes for those who have English as an additional language

Action area	Healthy, Independent Lives: Tackling Racial Inequalities in Health	Lead Sponsor	NAME: Piers Simey NAME: Wikum Jayatunga (Catalyst Group Lead)	Date	04/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 13 – 16	Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 13</p> <ul style="list-style-type: none"> Ageing Better in Camden produced a report on how their projects help older people feel a sense of belonging and connectedness (one example is their Bangladeshi Community Action project) They have also commissioned a piece of research with their BAME Partnership Community Action project, looking at impact in relation to social isolation, but also looking at what they can learn about how to micro fund groups from Black, Asian, and other ethnic communities <p>Action 14</p> <ul style="list-style-type: none"> Pro Active Camden’s ‘Couch to 5k’ pilot project targeted less active Black, Asian and other ethnic residents. Two local community organisations in Holborn and Castlehaven led on a targeted comms campaign (which featured real images and inspiring case studies which reflected the target audience) The Sport and Physical Activity team’s leisure contract and ‘Active All Areas’ work focuses significantly on disproportionality <p>Action 15</p> <ul style="list-style-type: none"> Data on ethnicity is being collected across this programme of work, and so disparities are being assessed. There is a specific focus on reducing health inequalities and addressing racial disparities in mental health access, experience, and outcomes There is a key focus on co-producing solutions with communities <p>Action 16</p> <ul style="list-style-type: none"> Their current social prescribing workforce is extremely diverse The service also subcontracts some of their work to Voluntary Action Camden: they have 2 part-time workers who manage a team of volunteers that refer in to the service (large percentage of the volunteers are from Black, Asian, and other ethnic backgrounds) The number of Black, Asian and other ethnic residents referred to the service is very high 	<p>Action 13: Develop a programme of work focused on tackling loneliness and social isolation amongst Black, Asian and other ethnic residents, including working with partners across the statutory, voluntary and community sectors to identify residents at risk of social isolation, map out the range of services and community assets that promote social connectedness, and find new ways of connecting residents and at risk groups</p>	Jessica Lawson, Jamie Spencer, Kevin Nunan, Annabel Collins	Ongoing	Ongoing		A
	<p>Action 14: Pro Active Camden (Camden’s sports and physical activity network) to discuss disproportionate impacts of the pandemic and review actions required from the sports and leisure sector</p>	Deborah Bush	N/A	Summer 2021		A
	<p>Action 15: In line with the NHS Long Term Plan, Camden are working across health and care partners to develop the Community Mental Health Framework for Adults and Older Adults. This represents a shift in community mental health services to offer holistic, person-centred, place-based care, aligned with new Primary Care Networks. There will be a focus on addressing existing health inequalities and improving access to and experience of mental health services in the borough</p>	Jonathon Horn	2021	2021/2022		G
	<p>Action 16: Work with Camden’s Care Navigation and Social Prescribing service to review types of referrals and needs, assess whether complex needs of Black, Asian and other ethnic residents are being met and ways to further promote the service. Look at the ethnic profile of the social prescribing workforce and support the provider to reach greater representation if required</p>	Monica Riveros, Katalin Swann	September 2020	Ongoing		G
<p>Next steps/Decisions</p> <p>Action 14: Both this action and its measure of success needs to be adjusted, as they are currently too vague and therefore difficult to track progress. Deborah and her team are discussing how to reframe this w/c 3rd May</p>						

Action area	Healthy, Independent Lives: Tackling Racial Inequalities in Health	Lead Sponsor	NAME: Piers Simey NAME: Wikum Jayatunga (Catalyst Group Lead)	Date	04/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 17	Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 17</p> <ul style="list-style-type: none"> We are looking at how we use our influence as public health commissioners to ensure that providers are taking action on race equality. Currently a deep dive is being done to think about how we can evidence that action is being taken Analysis is underway to look at different population profiles in each commissioned service compared to the representation we would expect to see of different ethnic groups in each service 	<p>Action 17:</p> <ul style="list-style-type: none"> Through our role as an Anchor organisation use our significant influence to tackle discrimination and unconscious bias across the system Work with senior leaders across all organisations to enforce a no tolerance approach to racism and actively promote a welcoming and accepting environment for staff and service users Support the development of effective training for the workforce across the system on diversity, cultural competency, unconscious bias and conscious inclusion Engage and involve Black, Asian and other ethnic communities in the planning, development and implementation of interventions and services 	Wikum Jayatunga, Piers Simey, Emma Stubbs	Ongoing	Ongoing		A

Next steps/Decisions

Action 17: Some of this action and its measures of success aren't only in the power of Public Health and will need to be worked on by other partners and sectors. There is the potential to make this action slightly clearer about the impact that Public Health can have as a service i.e. influence that we have over our Public Health commissioned services

Key Risks/Issues/Escalations	Status	Mitigating actions
Staff turnover in Public Health team – this has meant different people keep needing to hand over this work stream and so there is a slight lack of continuity	A	A project manager to focus on the racial inequalities in public health agenda is being hired, and one of their key areas of responsibility will be to oversee and update on Building Equal Foundations
Some of the actions are no longer quite fit for purpose (rapidly changing context due to Covid-19 etc.)	G	We have carried out a thorough review of all of the public health actions, and have discussed potential changes with Hanad and Piers Simey. There is general agreement on most of the proposed changes (which reflect how workstreams have moved on over the past year)
Some of the leads of the different actions were unaware that their programme of work was being reported on for Building Equal Foundations (and some of the named leads weren't the right person), and so indicators/measure of success were not necessarily being systematically collected	G	Leads have now been identified for all project areas, and thorough conversations have now taken place with these leads. This should make it much easier going forward to schedule regular meetings and to obtain regular updates on action progress

Action number	Original Action	Original Measure of Success	New proposed action	New proposed measure of success	Rationale
5	I Improve case finding and earlier diagnosis of long term conditions in Black, Asian and other ethnic residents through national screening programmes, identification of early symptoms and signs, treatment and management of long term conditions (including cancer) and address variation across primary care, with a particular focus on diabetes, hypertension and atrial fibrillation	Good uptake of preventative and screening interventions by Black, Asian and other ethnic residents	Improve case finding and earlier diagnosis of cancer in Black, Asian and other ethnic residents through national screening programmes, and improve awareness around identification of early symptoms and signs, and address variation across primary care	Increased uptake of cancer screening interventions by Black, Asian and other ethnic residents	The original action here repeats content which is covered by Action 3 (which focuses on disparities in diabetes outcomes and care) and Action 4 (which focuses on NHS Health Checks which is aimed at preventing heart disease, stroke, diabetes, and kidney disease), which just leaves cancer outlying from this action. Therefore, especially with the ongoing impact that the pandemic has had on cancer care provision and screening, we thought it was appropriate to change this action to be cancer focused. There is a large amount of work ongoing around cancer and inequalities at the moment
7	Volunteers recruited through Camden's Community Champions project will be trained to deliver early support and advice on Covid-19 and to signpost residents to the Test and Trace	Numbers of champions trained and qualitative description of activity	Volunteers recruited through Camden's Covid-19 Health Champions project are trained to deliver early support and advice on Covid-19 and vaccinations, to tackle myths, and to signpost residents to relevant resources, support and guidance	<ul style="list-style-type: none"> • Numbers of Black, Asian and other ethnic champions and number of champions representing faith groups trained • Qualitative description of activity 	<p>There are no major changes to make here. It is mainly just broadening the wording of the action, as champions are now doing a lot more than is captured in the original action and the name of the champions has been refined slightly.</p> <p>An addition has been made to the measures of success to ensure we are specifically focusing on recruiting champions from Black, Asian, and other ethnic groups</p>

Action number	Original Action	Original Measure of Success	New proposed action	New proposed measure of success	Rationale
8	As part of Camden’s mental health COVID response, VCS, NHS and Council partners are supporting people with serious mental illness to cope with the challenges of increased isolation and uncertainty, and to look after their mental and physical health. Partners are piloting a new whole population offer, working with primary care networks to increase access to services. There will be an opportunity to work with practices on their local populations, focusing on Black, Asian and other ethnic inequalities as part of this	Improved uptake of mental health support in primary care by Black, Asian and other ethnic residents	As part of Camden’s mental health Covid-19 response, a mental health needs assessment was carried out. We will embed the report’s recommendations (in partnership with other organisations, including VCS orgs), with a particular focus on ensuring low wellbeing and mental illness is destigmatised and that residents from Black, Asian and other ethnic communities are aware of mental health and wellbeing support services and can access them. Additionally, we will ensure that our mental health training offer for both staff and residents is culturally competent	TBC – awaiting sign off on measures Increased awareness among residents from Black, Asian and other ethnic communities of how to access MH support Improved uptake of mental health and wellbeing support by Black, Asian and other ethnic residents Increased uptake of mental health training by Black, Asian and other ethnic staff and residents	<p>We felt that this action repeats the focus of Action 15, which focuses on the work ongoing in the community in partnership with the primary care networks, so it seemed sensible to reframe this action to reflect an additional chunk of work that the PH team is focusing on at the moment (the current actions don’t reflect the breadth of work the PH team is doing on mental health inequalities).</p> <p>The team recently carried out a mental health needs assessment – its purpose was to explore the impact Covid-19 had had on mental health and on any inequalities. Many recommendations have come out of this report, and the priority within the team at the moment is on embedding these actions (many of which directly relate to racial inequalities).</p> <p>The MH needs assessment itself was more focused on signposting and interventions prior to serious mental illness or crisis (general mental wellbeing as opposed to serious illness). Serious MH is covered in Action 15</p>

Action number	Original Action	Original Measure of Success	New proposed action	New proposed measure of success	Rationale
9	<p>Convene a task and finish group with representation from the CCG, Healthwatch, the Council, schools and the new Black, Asian and other ethnic VCS network, to look at developing and delivering a joint programme focused on health promotion, prevention and health literacy, working with schools as key partners and settings for family and community engagement. This could start with a focus on immediate concerns relating to Covid-19, and supporting more Black, Asian and other ethnic families and children to attend school, as well as developing an ongoing programme focused on a range of health and wellbeing issues prioritized by our Black, Asian and other ethnic communities</p>	<p>Development of a health literacy, education and promotion programme with clear delivery plan, including milestones and measures of success. School attendance data</p>	N/A	N/A	<p>From our perspective, this action is complete. The group was set up last summer, and met a number of times (the Health and Wellbeing Board sub-group on health literacy). A lot of the Covid-19 focused work has been completed, and a lot of the work that was suggested in the action plan for this group has been picked up elsewhere i.e. Covid-19 Champions Programme, Integrated Partnership Boards, Disproportionality comms working group, ongoing work around diabetes/cancer etc.</p> <p>We would therefore suggest that this action to kick start this area of work is complete. Please see separate table document which sets out where the different actions from this health literacy sub-group have now been embedded.</p>
12	<p>Work with Black, Asian & other ethnic communities and VCS organisations to support use of parks and open spaces in line with social distancing, through tailored communications, and through work of the Parks team, the Sport and Physical Activity team and the Parks for Health programme</p>	<p>Tailored communications developed and disseminated; soft intelligence on the use of parks amongst diverse communities</p>	<p>Work with Black, Asian and other ethnic communities and VCS organisations to support use of parks and open spaces in line with social distancing, through developing culturally competent tailored communications to welcome missing audiences to parks, and through the work of the Parks team, the Sport and Physical Activity team and the Parks for Health programme</p>	<p>Establish baseline measures of awareness of green spaces/usage of parks; Increase and diversify the use of parks by different groups; Evaluate the Parks for Health targeted 'Green Social Prescribing'</p>	<p>No big changes here. We have recently received updated project documentation regarding this action, and we have used it to suggest some slightly more specific and measureable actions so that we can track progress more easily. These measures of success were suggested because they align with the SPA/Parks for Health team's strategy docs</p> <p>We have additionally added some helpful wording in to the action but it has essentially stayed the same</p>

Action number	Original Action	Original Measure of Success	New proposed action	New proposed measure of success	Rationale
14	Pro Active Camden (Camden's sports and physical activity network) to discuss disproportionate impacts of the pandemic and review actions required from the sports and leisure sector	Address indirect health impacts of Covid-19	N/A	N/A	There is a lot of work going on with this team regarding disproportionality but this action and measure of success are too broad to collect updates on. Deb and her team will discuss this on Wednesday 28th April and update us on a more appropriate action and measure of success
17	<ul style="list-style-type: none"> Through our role as an Anchor organisation use our significant influence to tackle discrimination and unconscious bias across the system Work with senior leaders across all organisations to enforce a no tolerance approach to racism and actively promote a welcoming and accepting environment for staff and service users. Support the development of effective training for the workforce across the system on diversity, cultural competency, unconscious bias and conscious inclusion Engage and involve Black, Asian and other ethnic communities in the planning, development and implementation of interventions and services 	Implementation and uptake of diversity, cultural competency, unconscious bias and conscious inclusion training; greater awareness of the diverse needs of Black, Asian and other ethnic communities and residents	N/A	N/A	<p>Potentially we will reword this slightly to reflect the work and influence that the Public Health team is in a position to carry out. However, it is unlikely to change much at this stage.</p> <p>Things we are likely to be able to capture is our ongoing work with our commissioned services, and thinking about how we can track their commitment to and actions taken around racial equality. We are additionally looking at what ethnic representation we would expect in our different services, and to then work with communities to increase uptake and facilitate access where there are gaps</p>

Mission Area	Adult Social Care	Lead Sponsor	NAME: Jamie Spencer	Date	16/06/2021
---------------------	--------------------------	---------------------	----------------------------	-------------	-------------------

Key Achievements (since August 2020) Actions 1 – 3	Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 1</p> <ul style="list-style-type: none"> The refreshed Supporting People Connecting Communities strategic plan was approved by Cabinet in November 2020. The plan acknowledges that Covid-19 has thrown a spotlight on the inequality we know exists in Camden, including around race and seeks to address this by ensuring that one of the new 7 key principles that will drive our ambition of people to live and age well in Camden is “we will address structural inequalities”. <p>Action 2</p> <p>SPCC made a specific commitment to ‘developing plans together’. The development of a coherent strategy for doing this was delayed by the ‘second wave’ but we have been doing this in some ways:</p> <ul style="list-style-type: none"> The development of a coproduction partner group for the Direct Payment review process. CLDS Planning Together and Autism Advisory Board moved to virtual meetings with great success. Plan Ahead ahead codesigned with citizens Next ASC Outcomes survey is in process of being commissioned. Carer ‘full circle’ event in the planning stages. <p>There is further work to do to join up our approach with ASC commissioning and the wider participation agenda and generally having a more coherent approach to coproduction.</p> <p>Action 3</p> <p>The ASC neighbourhoods approach is linked into wider programmes of work across the borough, including Supporting Communities neighbourhoods work. The Local Care Partnership Board has three priorities linked to this – ‘neighbourhoods’ ‘mental health’ and ‘community connectedness’</p> <ul style="list-style-type: none"> The Direct Payments review is currently underway with coproduction groups being established. Feedback on the direct payments process was sought from a group of residents, that included individuals who were from Black, Asian and other ethnic minorities. Charlie Ratchford extra care service has now opened and has welcomed its first residents. Shared Lives Camden is up and running and has begun matching people with Shared Lives carers 	<p>Action 1: Review the principles and ambitions set out in ‘Supporting People, Connecting Communities: Our plan for living and ageing well in Camden’ in light of our learning from our emergency response and our early thoughts on renewal planning (ASC).</p>	Jamie Spencer	November 2020	November 2020	100%	G
	<p>Action 2: Renew our approach to co-production and participation ranging from the health and care citizens’ assembly, the learning from our outcomes work referenced in the main report, and our approach to coproduction across Adult Social Care and commissioning. This will involve hearing the voices of people who have been impacted by Covid-19 with ambition to increase participation from Black, Asian and other ethnic groups.</p>	Jamie Spencer	Ongoing	Ongoing	50%	G
	<p>Action 3: Action 3: Continue to build on our neighbourhood approach; understanding the strengths and assets as well as the needs in our local communities is key to ensuring ASC can support people who are from Black, Asian and other ethnic backgrounds. We have seen that community-rooted organisations have proven to be the most adaptable in the face of Covid-19, using online technology to create and sustain connections which are traditionally face-to-face. New models of care being developed in Camden support this approach, such as Shared Lives Camden and the upcoming new Charlie Ratchford extra care service built around small homes with self-managing teams. ASC are reviewing the approach to Direct Payments and Personalised Support and will involve Black, Asian and ethnic groups in the development of this work.</p>	Jamie Spencer	Variety of dates for specific projects	Variety of dates for specific projects		G

Mission Area	Adult Social Care	Lead Sponsor	NAME: Jamie Spencer	Date	16/06/2021
---------------------	--------------------------	---------------------	----------------------------	-------------	-------------------

Key Achievements (since August 2020) Actions 5 – 7

Action 5
 SPCC made the explicit commitment that ‘carers are valued’ and Three pilots have been delivered in the last 18 months with Mobilise, a company who provide digital support to carers.
 One of the key objectives of each pilot was to reach underrepresented groups – including carers who are Black, Asian and other ethnic minorities.
 BCF funding has recently been approved to fund longer term digital support for carers. ASC are in conversation with procurement about a three quote process. A plan for development of the carers workflow was presented to ASC Transformation Board in May.

Action 6
 Work to improve equalities data both for our workforce and for the people we support has begun. We have a better understanding of the extent of our task and that our data currently across all equalities is poor (although our ethnicity data is better than the rest)
 Some of the initial findings include:

- people of non-white ethnic backgrounds supported by ASC report (via the ASC outcomes survey) report that ASC is disproportionately less likely to help them achieve positive outcomes than our white residents
- that we don’t collect data about sexuality
- that our data systems don’t allow someone to identify as transgender

We have committed to include equalities data in all of our key performance analysis going forwards.
 We have developed an approach to enable us to collect the full range of equalities data
 Data is a key enabler across the entire ASC Equalities Action Plan and features heavily in actions under “ASC as a provider”. The ASC Equalities Action plan needs project management resource which is currently in the process of being arranged.

Action 7
This actions has been redeveloped since the last update. We are exploring ways to bring more people of different ethnicities into the conversations about equalities across ASC.
 ASC worked with HR to develop a baseline data set of our ASC equalities data in order to better understand the link between race on reward and progression within ASC.

Action	Lead	Target Date	Actual Date	%	RAG
Action 5: Improving the way ASC and our partners support Black, Asian and other ethnic carers is more important than ever, and alongside immediate actions carried out to support carers, ASC is committed to co-producing a longer-term plan with Black, Asian and other ethnic carers and organisations to ensure the right support is in place.	Jamie Spencer	November 2020 (for SPCC publication and approval)	November 2020 but longer term plans being developed	100% re. SPCC but a range of projects and work	G
Action 6: As part of our ongoing transformation programme ASC will use data more effectively to understand how Black, Asian and other ethnic people interact with social care throughout their lifetime and how we can use this to inform our ongoing work.	Jamie Spencer	April 2022	TBC	25%	A
Action 7: An ASC working group has been set up and is led by Black, Asian and other ethnic members of staff to think through the issues faced by Black, Asian and other ethnic workers, including the lack of representation in more senior positions, and we will work with HR to review development opportunities for Black, Asian and other ethnic staff.	Jamie Spencer	Ongoing	Ongoing		A

Mission Area	Adult Social Care	Lead Sponsor	NAME: Jamie Spencer	Date	16/06/2021
---------------------	--------------------------	---------------------	----------------------------	-------------	-------------------

Key Achievements (since August 2020) Actions 7 – 8

Action 7 cont...

We have sought out, facilitated and joined conversations with colleagues about racism, ethnicity & oppression over the last 5 months. This has included email communications, team meetings, supervision, whole service discussions, 121s, peer to peer conversations. We have learnt lots but have also relied heavily on small numbers of staff and raised expectations.

We have learned that:

- people’s responses to this have been very personal & varied – fearful, sceptical, hopeful, angry, energised, exhausted, traumatised, motivated, unmotivated, worried
- we need to communicate continuously and in varied ways about the work we’re doing
- We need to recognise the traumatic impact of racism and support people’s wellbeing and mental health.
- Everything we do at work, every day, presents us with an opportunity to reduce structural inequalities and we need to be much targeted & explicit about how we are going to do this
- We need to consider identity much more in our “What Matters” practice model – we need to shift it from being ‘colour blind’ to being actively anti-oppressive. How can we talk about ‘what matters’ to people when we’re not talking with them about their identity?
- Webinars have received positive feedback so far

Action 8

To be delivered by a Memorandum of Understanding (MoU) between the Council and our adult social care providers.

Working to create links into corporate work, particularly re the reporting and monitoring of incidents of racist abuse.

Working to engage corporately so that we can think about how to build on this work and apply it more broadly to other protected characteristics.

To support this we have engaged broadly with staff, providers & partners and we have developed:

- a Memorandum of Understanding between us and our ASC providers
- practice guidance for our own managers advising how to deal with persistent abuse
- guidance for our staff and managers on how to report abuse and how to respond to reports of abuse

MoU approved by the Race and Equality Taskforce. Taskforce agreed to use MoU as a template for wider corporate work on anti-racism and other protected characteristics.

Our next steps will involve:

- A formal launch of the MoU within the Adult Social Care sector across Camden.
- Ensuring the MoU and other guidance is available to all via the Adult Social Care Practice Guide
- Work planned with care home and extra care managers on the MOU. There has been some involvement in the development of the MOU but we now need to look at implementation
- We have drafted some questions on anti-racist practice to use in contract monitoring – we will revisit with the team and agree use from quarter 1 monitoring next financial year.
- ASC are now working with L&D, Communications and Commissioning to launch the MOU in September.

Action	Lead	Target Date	Actual Date	%	RAG
Action 7: An ASC working group has been set up and is led by Black, Asian and other ethnic members of staff to think through the issues faced by Black, Asian and other ethnic workers, including the lack of representation in more senior positions, and we will work with HR to review development opportunities for Black, Asian and other ethnic staff.					G
Action 8: Adult Social Care have set up a Zero Tolerance Working Group with the aim of developing, implementing and embedding guidance to support a culture of zero tolerance of racist and other prejudicial abuse. The groups have representatives from across the ASC systems including frontline staff commissioners, Learning and Development, HR, Communications and providers with good representation from Black, Asian and other ethnic workers.	Andrew Reece	September 21	September 21	90%	G

Key Risks/Issues/Escalations	Status	Mitigating actions
Plan will not be delivered	High	Staff will not feel that genuine change is happening / that they do not have a stake in the work
Staff will not feel that genuine change is happening / that they do not have a stake in the work	High	A framework and agreed approach for how we engage and draw on lived experience - both within our workforce and of residents – in the development of our plans. Continued opportunities to feed into and shape the work.

Action area	Best Start Free Schools Meals/Pupil Premium	Lead Sponsor	NAME: Jon Abbey, NAME: Martin Cresswell and Helen McNulty (Catalyst Group Lead)	Date	21/05/2021
--------------------	--	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 1 – 6
<p>Action 1 Consistent reporting and recording of FSM throughout the pandemic response has highlighted continued uptake of FSM throughout the borough. Officers have been in regular contact with Schools to navigate the Government FSM portal and supporting parents accessing voucher provision during lockdown.</p> <p>Action 2 The school meals contract centrally managed by the Council reflects the diverse culture of Camden and ensure that the meals are nutritious and healthy in prevention and management of obesity. On most days, the menu comprises meat and non-meat (vegetarian) options. The menu also reflects a shift towards less meat and increase in the use of pulses, eggs and non-meat protein, whilst recognising the parental choice.</p> <p>Action 3 Support for the summer food programme was maintained alongside the governments change to the provision of FSM over the summer period 2020.</p> <p>Action 4 Consistent checking has been undertaken between schools and Council benefits team to ensure take up of FSM and the distribution of food vouchers from the central team during school holidays.</p> <p>Action 5 Application has been made web enabled. The system has coped with a considerable increase in the uptake of eligibility of FSM throughout the COVID pandemic.</p> <p>Action 6 Work has been undertaken to ensure the menu is flexible to recognise & celebrate special days i.e. cultural and religious days. In addition, where there is high demand, Halal meals are provided for meat eaters that would like, following consultation and approval by the governing body of individual schools.</p>

Action	Lead	Target Date	Actual Date	%	RAG
Action 1: Free School Meals/Pupil Premium: Schools encourage parents that might be entitled to free school meals to apply and take up the option	Nick Smith	Ongoing	Ongoing		
Action 2: Free School Meals/Pupil Premium: Camden continues to support schools, where required in providing faith specific meals i.e. halal.	Nick Smith	Ongoing	Ongoing	80%	
Action 3: Free School Meals/Pupil Premium: Respond to the Government summer food programme, working with Philip Vaughan and charities around food poverty	Nick Smith	31/8/2020	31/8/2020	100%	
Action 4: Free School Meals/Pupil Premium: Cross reference school eligibility lists with schools to ensure take up of FSM is high and respond to the increase in eligibility as a result of the economic impacts of Covid-19	Nick Smith	12/12/2020	Ongoing	90%	
Action 5: Free School Meals/Pupil Premium: Provide a mobile facility and ease of access arrangement to ensure sign up for FSM is simplified and not stigmatised	Nick Smith	31/8/2020	31/8/2020	100%	
Action 6: Free School Meals/Pupil Premium: Continue to work with schools to diversify menu offers, increase plant based offer and meat free days and quality of food packages over the summer period and beyond, and increase the take up of the faith specific food offer within schools	Nick Smith	Ongoing	Ongoing	75%	

Next steps/Decisions

Work with the summer programme 2021 in relation to food provision for summer provision (Action 3)

Action area	Best Start Home Education and the Digital Divide	Lead Sponsor	NAME: Jon Abbey, NAME: Martin Cresswell and Helen McNulty (Catalyst Group Lead)	Date	21/05/2021
--------------------	--	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 7 – 10

Action 7

Camden Remote Learning Policy written and distributed to schools. All schools have adapted the policy and published their policies on 12th February

Action 8

Schools have continued to develop their expertise in using digital technology which is being monitored by the Camden Professional Partner programme of support and challenge.

Action 9

CL raised over £64,000 through Digital Divide Crowdfunder. Camden schools share termly data on the number of without access to their own suitable device. January 18 2021, the figure was 4060. Devices continue to be distributed to schools from various sources including the Camden Learning Crowdfunder, the Council, local businesses, and the DfE. School figures change due to a range of factors including parents sharing new information and changing family circumstances. An additional 2700 devices would address the current level of known need (but does not cover the stock that will need to be replenished for schools that have lent out/given out school devices). At the last count, 924 pupils did not have internet access.

Action 10

A STEAM Futures initiative has been developed: Camden students conduct video interviews with Black STEAM Ambassadors, asking career-focused questions. 7 videos have been created including interviews with STEAM Ambassadors from Facebook, Google, St George's Hospital, Teledyne Defence & Space and Tileyard Impact. These have been shared with schools. We will gather insights into how the videos have been used and the impact. For the second year running STEAM has collaborated with the Facebook Women on a personal development & mentorship programme for girls in Year 12. 24 students from: Parliament Hill school, Camden School for Girls', UCL Academy, Westminster Kingsway College are participating. Career and personal development programme; enabling access to information on jobs and apprenticeships in the company.

Action	Lead	Target Date	Actual Date	%	RAG
Action 7: Home Education: Audit virtual learning platforms and accessibility of these across all schools and increase quality and provision. Camden Learning will begin to negotiate with Unions and schools a Camden accepted standard and develop remote learning rubric of what good looks like.	Rhian Swain, Danielle Tobin	September 21		100%	Green
Action 8: Home Education: Schools share and explore creative ways of using digital technology to teach; focusing on the quality of home learning (we will explore Cognitive Acceleration as a form of schooling which has been proven to raise attainment especially in disadvantaged pupils as it develops students' thinking ability rather than teaching facts alone)	Rhian Swain, Danielle Tobin	September 21		85%+	Green
Action 9: Digital Divide: Continue and build upon the work being done to provide devices and Wi-Fi routers to disadvantaged young people, to further reduce the number of young people without access to a device or internet connection at home.	Danielle Tobin	September 21		75%	Orange
Action 10: Digital Divide: Consider how to support schools to ensure young people continue to have access to meaningful employer encounters, for example through virtual career talks, with a focus on sectors in which Black, Asian and other ethnic people are underrepresented	Danielle Tobin	Ongoing		75%	Green

Next steps/Decisions

Provision will need to be reviews in accordance with Ofsted and health data.

Action area

Best Start: Reducing inequality and promoting life chances

Lead Sponsor

NAME: Jon Abbey, NAME: Martin Cresswell and Helen McNulty (Catalyst Group Lead)

Date

21/05/2021

Key Achievements (since August 2020) Actions 11 – 14

Action 11

National tuition programme schools have been accessing 32 providers, there has been an issue around quality supply and high demand. As part of recovery planning a survey has gone to all schools to understand need and provision. All secondary schools are providing summer schools for Y6-Y7 transition including catch up.

Action 12

Building on summer HAF programme working with commissioning colleagues. Overall attendance is below national average, working with PAS, social care every two weeks to track school attendance and to challenge inequality and track low attendance.

Action 13

Virtual Work Experience is being delivered again this year in June/July. The STEAM team are working with a Google, SCV Railways, Camden Spark and Camden Council to develop high quality projects for Year 11 and Year 12 students, and schools have been asked to focus recruitment on young people from BAME backgrounds and pupils eligible for Pupil Premium.

Action 14

Anti Racism Hub led by UCLA, resources shared throughout summer term, Black Curriculum relationship established. 22 schools have signed by; CL have fully funded; oversubscribed and first session held this week; focussing this term on principles and content. Questions raised in CL standards meetings re response to BLM. All standards meeting have discussed with head teachers BLM links with black curriculum TBC. The Black Curriculum have delivered a number of seminars to school leaders and teaching and learning staff on decolonising the curriculum - these have been very well received with small changes in practice being immediate and longer term plans taking shape in schools.

Action

Lead

Target Date

Actual Date

%

RAG

Action 11: Reducing inequality and promoting life chances: Explore the potential of working with the EEF national bid around tutoring from young people, and use this to inform our approach to tutoring for Black, Asian and other ethnic pupils. We will also continue to develop and realise the in-house tutoring programme within schools for targeted pupils.

Jon Abbey

Ongoing

40%

Action 12: Reducing inequality and promoting life chances: Working with parents/ communities promote attendance and return to school through links to health and education and ensuring effective messages to provide assurance.

Jon Abbey

Ongoing summer term

Ongoing review

85%

Action 13: Reducing inequality and promoting life chances: A Virtual Work Experience pilot for Year 10/11/12 students took place in July with approx 250 students at 9 Camden employers, with places prioritised for Black, Asian and other ethnic students and students eligible for Pupil Premium (at least 60% of students were from Black, Asian and other ethnic backgrounds). Work in partnership with the Council's Inclusive Economy team to scope plans for continuing the Virtual Work Experience programme and for ensuring the programme has a positive impact for Black, Asian and other ethnic students.

Danielle Tobin

July 21

50%

Action 14: Reducing inequality and promoting life chances: Review school curriculum(s) in light of BLM/ collate good practice and resources from Camden schools to share with all schools. We will actively encourage schools to share anti-racism materials with teachers and students to improve awareness, and promote a zero tolerance policy for racism amongst students and teachers

Jon Abbey

July 21

75%

Next steps/Decisions

Consider the second cohort for the Anti-Racism Hub. Continue ongoing scrutiny and challenge around attendance. Work with schools around National Tutoring Programme and recovery plans.

Action area

Best Start: Reducing inequality and promoting life chances/Transitioning back into school

Lead Sponsor

NAME: Jon Abbey, NAME: Martin Cresswell and Helen McNulty (Catalyst Group Lead)

Date

21/05/2021

Key Achievements (since August 2020)

Actions 15 – 18

Action 15

RRF programme has been rolled out to 200 students in 4 Camden schools, there have been network sessions, baseline has been established, each student linked with coach/tutor, schools offered mastery training and two of four schools had half term additional provision. Ongoing project- term 3 update suggests 75% are on track to meet targets. Funding potentially agreed for two more cohorts.

Action 16

Teachers in the STEAM Hub working alongside Camden employers to design STEAM curriculum with embedded employer partnerships in a co-design process. This includes a range of video and live resources integrated into the curriculum. Meeting Gatsby benchmark 4 linking careers to curriculum learning (G – completed) A focus on employers to include video resources from underrepresented groups in that sector, including Black, Asian and minority ethnic minorities. Lendlease have produced 14 videos with partners (UCL, Arup, Soundings, ACME) – a mixture of masterclasses and careers talks from a range of jobs including engineers, architects, landscape designers, researchers, sustainability experts and consultants. (G – completed)

Action 17

Somali specific pamphlet and video for the community has been published and circulated. Mentoring scheme for Somali pupils at risk of exclusion with SYDRC is in place in three schools. Funding bid being developed to Esme in partnership with Futures First. The aim is to widen the reach of the mentoring programme targeting black boys and girls. Common Transfer Form/Vulnerability Matrix and process for Y6-Y7 has been rolled out and will inform secondary summer schools.

Action 18

Weekly meetings with Attendance leads in schools with Pupil Attendance Service (PAS). New guidance has been developed with SC for children with social workers to maintain visibility during lockdown. Regular meetings with Heads in all settings to identify attendance issues and target where necessary. Meeting had with DfE following deep dive into attendance, see Action 11.

Action

Lead

Target Date

Actual Date

%

RAG

Action 15: Reducing inequality and promoting life chances: Using the RRF funding to continue to target disadvantage students Years 9,10, 11 to improve Maths outcomes at GCSE reducing the 19% gap.

August 21

Ongoing potentially 2 years

75%

Action 16: Reducing inequality and promoting life chances: Review STEAM Hub teacher development programme and employer engagement brokerage and adapt e.g. additional teacher training on supporting Black, Asian and other ethnic students into STEAM careers

Danielle Tobin

June 22

June 22

50%

Action 17: Transitioning back into school: Our priority is to strengthen induction of all year sevens into secondary schools and reception classes in September with the delivery of information for Somali families and an ambition to strengthen across all schools. Information pamphlet and video to foster confidence and provide guidance/advice around transition/parental engagement/school systems and expectations, to be produced and disseminated - initially focussing on Somali community. We will continue to respond, through the delivery of workshops, to the community's desire to be better informed about school behaviour/exclusion processes

Martin Cresswell

May/ June 21

Ongoing

65%

Action 18: Transitioning back into school: We will identify and monitor pupils not attending schools with a particularly targeted approach to those who are vulnerable. We are committed to securing parental confidence where there is high anxiety about the return to school by working with community assets including members, schools nurses, doctors and faith leaders

Jon Abbey

Ongoing review

85%

Next steps/Decisions

Plan pilot with Esme. Evaluate the Vulnerability Matrix/transfer form and establish a transition working group, plan and implement second cohort for Richard Reeves Fund.

Action area	Best Start: Transitioning back into school (Mental Health)	Lead Sponsor	NAME: Jon Abbey, NAME: Martin Cresswell and Helen McNulty (Catalyst Group Lead)	Date	21/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020)
Actions 19 – 22

Action 19
MH support and guidance developed and share. MH leads regular meetings with Health and Well Being Team. MH Hub on going school to school support. MH leads regular network meetings focus on recovery and schools sharing ideas

Action 20
TiPiC being rolled out successfully including CL Governor training session on TIP awareness raising. Delivered an "Introduction to TiPiC" to 11 new schools and an additional 6 schools will have training in the autumn term. TiPiC conference in July to enable TiPiC schools to share good practice and impact. Since Sep 2020, 332 staff from 11 primary schools and 14 early years have had mental health training from the Health and Wellbeing Team.

Action 21
From January a new Peer Support for Staff Wellbeing programme has been offered to schools that provides training and peer support for small groups of staff facilitated by mental health services (Tavistock, Brandon Centre and Camden Educational Psychology Service). So far 174 staff from 32 schools have participated in the sessions. Education in Mind website has been reviewed and is in the process of being updated

Action 22
Primary PSHE Coordinator January network focused on anti-racist activities in schools including

Action	Lead	Target Date	Actual Date	%	RAG
Action 19: Transitioning back into school (Mental Health): Guidance will be shared with all schools on wellbeing activities/resources for staff to use as children return to school	Gill Morris	Sept 2021	Sept 2021	100%	Green
Action 20: Transitioning back into school (Mental Health): Providing mental health training to schools including extending training for trauma informed schools in Camden (TiPICS), leading to more trauma informed schools	Gill Morris	Ongoing	Ongoing	100%	Green
Action 21: Transitioning back into school (Mental Health): Continued collaboration between Mental health and Education services e.g. development of new Education in Mind website for schools, and continued strengthening of the link between schools and mental health services to meet the demand	Gill Morris	Jan 2021	Jan 2021	100%	Green
Action 22: Transitioning back into school (Mental Health): Schools promoting the focus on mental health and wellbeing-curriculum and provision especially for Black, Asian and other ethnic children.	Gill Morris	Ongoing	Ongoing	70%	Yellow

Next steps/Decisions

Action area	Best Start Early Intervention and Prevention	Lead Sponsor	NAME: Jon Abbey, NAME: Martin Cresswell and Helen McNulty (Catalyst Group Lead)	Date	21/05/2021
--------------------	--	---------------------	--	-------------	------------

Key Achievements (since August 2020) Actions 23 – 26

Action 23: We have released guidance for managers on having conversations with their teams on race and inclusion. We commissioned In Diverse Company to develop and deliver our Anti-Racism Learning offer. The aim of the sessions is for all staff to understand racism in all its forms, its impact and how to challenge it. Sessions began on 12 May 2021.

Action 24: Surveyed our sponsorship and mentoring participants to find out what they might need in order to make the most out of the scheme going forward. The period before the relaunch included linking participants with apprenticeship opportunities - 5 mentees secured places on Solace London's Emerging Leaders apprenticeship programme. Sponsorship and Mentoring scheme was relaunched in December 2020. Currently reviewing our My Performance scheme to ensure effectiveness and fairness. The Sponsorship and Mentoring Scheme is now in the process of being formally evaluated by an external provider to inform and support the development and progression of our Black Asian and other ethnic staff.

Action 25: Set up an Inclusive Recruitment Working Group to start an end to end review of our recruitment process. Updated our job adverts to state that we explicitly welcome applications from Black, Asian and other ethnic staff. We are now in the process of recruiting for an Inclusive Recruitment Advisor who can take our Inclusive Recruitment work forward at greater pace

Action 26: The OD team have been supporting the Integrated Early Years Service (IEYS) to have Open Conversations, in response to the murder of George Floyd and Covid-19 shining a light on disproportionalities. 17 of these conversations happened between November 2020 and March 2021. To mark the anniversary of George Floyd's murder, we have shared wellbeing resources specifically for Black, Asian and other ethnic staff.

The data and insight from the conversations in IEYS has been gathered, analysed and developed into an action plan, aimed at improving the service for staff and service users. These goals include having more consistency and equality in the service, particularly in regards to access to IT resources, supervision, development opportunities, flexible working and support with personal wellbeing. A key goal is also to increase the representation of Black, Asian and other ethnic groups at level 4 and above. Progress has started in achieving these goals and a plan to evaluate progress currently being developed.

Action	Lead	Target Date	Actual Date	%	RAG
Action 23: Early Intervention and Prevention: Improve cultural awareness across the service by; developing approaches across locality based services that encourages teams to share cultural experiences and knowledge by mixing teams and reducing silos, increasing awareness of cultural differences and empowering staff to constructively challenge management and contribute to decision making	Fiona McAdoo	Medium and longer term			Green
Action 24: Early Intervention and Prevention: Improve personal development and progression opportunities for Black, Asian and Other ethnic staff by; enabling more meaningful conversations about where people see themselves in performance review and providing effective organisational support including sharing opportunities such as apprenticeships (management level) and secondments, frontline staff will be invited to senior management meetings periodically	Fiona McAdoo	Medium and longer term			Yellow
Action 25: Early Intervention and Prevention: With the role out of new managerial positions across the service, we will ensure that we encourage Black, Asian and Other ethnic staff to apply for the roles and we will develop targeted job adverts to attract applicants from diverse backgrounds	Fiona McAdoo	Medium and longer term			Green
Action 26: Early Intervention and Prevention: Continue work on addressing trauma experience by black staff and the wider workforce; the service will share learning from current programme underway in Early Years and schools, and encourage commitment across the organisation	Fiona McAdoo	Medium and longer term			Green

Next steps/Decisions

--

Key Risks/Issues/Escalations	Status	Mitigating actions
School attendance		Tracking attendance, challenging low attendance, raising at standards meetings, targeted attendance reviews with individual schools.
Digital Divide – risk of not all pupils having access to a laptop/wifi per pupil		Continue to lobby DfE, provide updates to Council and look at alternative routes to supplying laptops.
Fail to achieve future funding for RRF and Esme		Provide strong evidence base following Y1 RRF and pilot with Esme

Action area	Strong growth and access to jobs	Lead Sponsor	NAME: Kate Gibbs NAME: Tom Baines	Date	30/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 1 – 4	Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 1</p> <ul style="list-style-type: none"> We've worked with DWP to identify local priorities and have secured funding to commission BEAM and have, in principle, secured funding towards the delivery of our enhanced youth offer <p>Action 2</p> <ul style="list-style-type: none"> Collecting stories from people that have accessed support through our Job Hubs and have developed new, or strengthened existing, relationships with local services that have a particular focus on supporting residents from a range of Black, Asian and other ethnic backgrounds We've ensured that the Job Hubs' data collection contains a broader range of ethnic groups We're in the process of putting in place a process to collect data from key employment and skills partners on a quarterly basis <p>Action 3</p> <ul style="list-style-type: none"> We've discussed existing inequality and the disproportionate impacts of covid-19 measures in Camden when discussing local needs with the large providers that the DWP commissions as part of their major employment support programmes (e.g. JETS & Restart) - and will continue to highlight these challenges as the programmes continue to be rolled out in Camden. Working with Central London Forward and the other central London boroughs, we submitted an ESF bud to secure funding for additional employment support capacity and highlighted disproportionality within the labour market as a key priority for Camden <p>Action 4</p> <ul style="list-style-type: none"> Whilst local authorities are somewhat locked out of the design phase of government programmes, we have consistently highlighted disproportionality around ethnicity as a primary labour market challenge and will continue to do so 	<p>Action 1: Locally, we are working with our DWP partners in Kentish Town to develop a strategic approach to working together over the next 12 months - through this, we will seek a commitment to sharing relevant local data and jointly commissioning innovative projects.</p>	Tom Baines	Ongoing	Ongoing		G
	<p>Action 2: We will regularly collect data from local services, including advice partners, as well as collecting 'stories' from residents who are receiving support from the Job Hub, to better understand the specific challenges 'on the ground', and to evaluate the impact of our work. We will use data to recognise the different experiences of different black, Asian and other ethnic communities and we will take into consideration the intersectional inequalities experienced by people.</p>	Urmi Kabir	June 2021	June 2021		G
	<p>Action 3: The Director of Supporting Communities, Gillian Marston, will be writing directly to the DWP to make the case for more timely release of labour market data, whilst the Leader of the Council will continue to discuss the matter at sub-regional forums that she leads and/or is part of.</p>	N/A	N/A	N/A		R
	<p>Action 4: Ensure future funding opportunities arising from new Government labour market programmes are designed and delivered in a way which supports Black, Asian and other ethnic people into employment and other forms of economic opportunity.</p>	Tom Baines	Ongoing	Ongoing		G
<p>Next steps/Decisions</p> <p>Plan pilot with Esme. Evaluate the Vulnerability Matrix/transfer form and establish a transition working group, plan and implement second cohort for Richard Reeves Fund.</p>						

Action area	Strong growth and access to jobs	Lead Sponsor	NAME: Kate Gibbs NAME: Tom Baines	Date	30/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 5 – 8	Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 5</p> <ul style="list-style-type: none"> Our existing Job Hubs are supporting residents – we’ve supported almost 500 people in a year and supported 100 people into work We’re currently scaling up provision – we’re recruiting to 7 new posts in Good Work Camden (roles went live on 2nd June) <p>Action 6</p> <ul style="list-style-type: none"> We’ve designed a package of support for local SMEs We are recruiting an Inclusive Business Network Manager to deliver that support. We’re also recruiting two job brokers to work to identify good work opportunities for Camden residents - they will work alongside existing brokers within the Inclusive Economy Service <p>Action 7</p> <ul style="list-style-type: none"> We are working with Camden Disability Action, residents and local partners to design a new approach to employment support for Disabled people and people with long-term health conditions. The research phase has commenced - we’ve outlined an expectation that the research prioritises the involvement of a diverse group of residents, including on the basis of ethnicity <p>Action 8</p> <ul style="list-style-type: none"> We’re connecting with a diverse group of residents, providing space for people to tell their stories – including at regular peer-to-peer support sessions We’re scaling up support through a recruitment drive The latest Job Hub, to be delivered in Kilburn, will be co-designed with local residents and connected with organisations that have a particular focus on supporting people from Black, Asian and other ethnic backgrounds 	<p>Action 5: Ensuring that we have the capacity to respond to a significant increase in unemployment.</p>	Tom Baines	Ongoing	Ongoing		G
	<p>Action 6: Designing a borough-wide job brokerage service to identify good work opportunities and improve recruitment practices.</p>	Patrick Jones	June 2021	August 2021		A
	<p>Action 7: Working with the community to co-design a new approach to supporting Disabled people and people with long-term health conditions into good work.</p>	Tom Baines	March 2021 onwards	March 2021 onwards		G
	<p>Action 8: Scaling up our Neighbourhood Approach in response to service design that draws on the lived experience of people from Black, Asian and other ethnic backgrounds and in partnership with VCS organisations that specialise in supporting Black, Asian and other ethnic groups, so that our support is responsive to the labour market issues disproportionately impacting residents from Black, Asian and other ethnic backgrounds.</p>	Tom Baines Mark Booth	Ongoing	Ongoing		G
<p>Next steps/Decisions</p>						

Action area	Strong growth and access to jobs	Lead Sponsor	NAME: Kate Gibbs NAME: Tom Baines	Date	30/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 9 – 12		Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 9</p> <ul style="list-style-type: none"> We have developed stronger relationships with key local partners – e.g. CAB, Mary Ward, London Irish Centre Committed to commissioning welfare and debt advice resource that will be integrated into Good Work Camden <p>Action 10</p> <ul style="list-style-type: none"> Recruited an Employment Support Project Officer to design and deliver a package of support to build the capacity and capability of local employment and skills partners Ran an initial session on Equity, Diversity and Inclusion for ESN, delivered by 7pk <p>Action 11</p> <ul style="list-style-type: none"> The Virtual Work Experience programme will be delivered in June 2021. The programme is overseen by Camden Learning, they intend ensure the programme has strong reach into Black, Asian and other ethnic communities. <p>Action 12</p> <ul style="list-style-type: none"> Good Work Camden is increasingly connected with Council services Camden Kickstart has generated 35 internal Kickstart placements and over 100 external placements King’s Cross Construction Skills Centre supported over 50 local residents into work and 75 into an apprenticeship We have commissioned additional local provision in response to labour market trends – this includes BEAM, Rebel Business School We are building partnerships locally to enhance our offer – this includes being the only Council to offer Google Career Certificates We are commissioning a partner to deliver a market enterprise project We are creating an Ethical Loans Fund to address disproportionate access to finance 		<p>Action 9: Strengthening links with the Camden Advice Network to ensure that residents can address income and employment advice simultaneously: Connecting services and identifying unmet need</p>	Tom Baines	July 2021	August 2021		G
		<p>Action 10: We will work with our Employment & Skills Network and other VCS partners to increase awareness of the disproportionate impacts of covid-19 and support our partners, and our own services, to increase the quality of the response to that inequality.</p>	Urmi Kabir	Ongoing	Ongoing		G
		<p>Action 11: Ensure our Virtual Work Experience programme, reaching 250 children across the borough, has strong reach into Black, Asian and other ethnic communities and is reaching pupils claiming pupil premium (a measure of economic disadvantage)</p>	Danielle Tobin	June 2021	June 2021		G
		<p>Action 12: We will strengthen existing employment services by:</p> <ul style="list-style-type: none"> Strengthening referral routes between Council services and Job Centre Plus to ensure that residents get the support they need. Strengthening connections between Adult Community Learning and our Job Hubs to ensure that learners have a clear pathway into good work. Ensuring that our employment support provision prioritises in-work progression, including for apprentices. Connecting residents in receipt of ESA to the support that they need by improving referral routes from Job Centre Plus. Strengthening links with the Camden Advice Network to ensure that residents can address income and employment advice simultaneously, including by integrating benefits advice within our Job Hubs. 	Tom Baines Mark Booth Urmi Kabir	Ongoing	Ongoing		G
Next steps/Decisions							

Action area	Strong growth and access to jobs	Lead Sponsor	NAME: Kate Gibbs NAME: Tom Baines	Date	30/05/2021
--------------------	---	---------------------	--	-------------	-------------------

Key Achievements (since August 2020) Actions 13 – 15		Action	Lead	Target Date	Actual Date	%	RAG
<p>Action 13</p> <ul style="list-style-type: none"> Disseminate regular business communication and update our business webpages to support business The Director for Economy, Regeneration and Investment met with all BIDs recently to discuss a range of matters including re-opening safely, support measures for businesses <p>Action 14</p> <ul style="list-style-type: none"> Developed the Good Work Camden resident fund to provide small grants to residents to enable them to purchase items (e.g. uniforms) and opportunities (e.g. courses) that support them on their journey to employment. A digital inclusion pilot is also being developed, as part of our focus on Universal Basic Services, to provide digital tech, connectivity and skills to Camden residents that are seeking work or better work <p>Action 15</p> <ul style="list-style-type: none"> Inclusive Economy are involved with the Renewal Commission mission areas. The Renewal Commission has now moved to the Strategy and Policy Design team. 	<p>Action 13: Work on creating calls to action for our Camden Business Partners to address inequalities</p>	Patrick Jones Genny Fernandes	July 2021	August 2021		A	
	<p>Action 14: To explore establishing a fund with Camden businesses, institutions and donors whilst strongly connecting with grassroots organisations to target Black and Asian communities in delivering the following:</p> <ul style="list-style-type: none"> Access to digital equipment, educational resources, and study space Employment skills and training Travel and food expenses for internships College and University bursaries 	N/A	N/A	N/A		R	
	<p>Action 15: To build on the work of the Renewal Commission, that will focus on four key areas: a thriving local economy, good work for all, welfare that works, and a zero carbon economy. In all of these areas, we will work to add the structural inequality that has characterised people’s experience of the economy to date, and will explicitly take a lens of addressing racial inequality and disproportionately as we examine these issues.</p>	Kate Gibbs	2021	2021/2022		A	
Next steps/Decisions							

Action number	Original Action	Original Measure of Success	New proposed action	New proposed measure of success	Rationale
3	The Director of Supporting Communities, Gillian Marston, will be writing directly to the DWP to make the case for more timely release of labour market data, whilst the Leader of the Council will continue to discuss the matter at sub-regional forums that she leads and/or is part of.	<p>Commitment to provision of more timely data by DWP.</p> <p>Frequency of regular data by DWP.</p> <p>Number of data sets shared.</p>	Identify a number of routes to enable Camden to make the case for more timely release of DWP labour market data, including data on ethnicity	<p>Commitment to provision of more timely data by DWP.</p> <p>Frequency of regular data by DWP.</p> <p>Number of data sets shared.</p>	To broaden the approach to lobbying for more timely data
9	Strengthening links with the Camden Advice Network to ensure that residents can address income and employment advice simultaneously: Connecting services and identifying unmet need	<p>Number of referral routes between employment services and CAN partners.</p> <p>Number of residents referred to support with CAN partners.</p> <p>Number of residents referred to employment support from CAN partners.</p>	Commission welfare and debt advice and integrate the support within Good Work Camden to ensure the approach delivers employment and income advice simultaneously, whilst continuing to strengthen links with existing support across the borough		The proposed update reflects our recognition of the need to bring this support to residents, rather than referring them to it elsewhere.

Action area	Strong and Diverse VCS	Lead Sponsor	Carole Stewart and Kat Myers	Date	June 2021
--------------------	-------------------------------	---------------------	-------------------------------------	-------------	------------------

Key Achievements (since August 2020) Actions 1 – 4

Action 1

- The Council is working with Voluntary Action Camden and Ubele on a programme to build the capacity of small and grass root organisations. Trust between smaller groups with and the Council needs to be strengthened. This is an iterative and “bottom up” approach. We are currently building trust and seeking insights. The next phase will be to agree and establish the forum, with plans in place to build capacity and fundraising support. London Funders and Camden Giving will be part of the next phases providing fundraising and capacity building support.
- Following the 1st year of the Social Action Fund, the Community Partnerships and the Participation Teams are working with Camden Giving to increase reach. Camden Giving are setting up a CIC to hold the funding as many groups don't have a bank account or are not fully constituted – one of the biggest barriers to funding.
- Community Partnerships are working with organisations in Camden that work predominantly Black, Asian and other ethnic groups to offer capacity building support.

Action 2

In addition to work above (see section 1 above), the Council is working with different local groups and networks on issues of importance. For example, working with (and giving small funding to) the African Health Forum (now Umoja) to tackle Covid-19 vaccine hesitancy and encourage take up. We are also working with local organisations, such as the Dome or SHAK, on a mobile vaccine unit – the vaccine bus – that targets areas in Camden where vaccine take up is low.

Action 3

Good work is in place on vaccine hesitancy to reach of information and messaging. Community Partnerships is now working to build on learning from this formalise this to ensure two way communications and dialogue is being captured and considered.

Action 4

- The Community Partnerships Team is working towards a network approach with the local voluntary sector – supporting local groups to know and draw on each other's strengths and networks. This is inherent in the Strategic Partnerships model – with geographical and equality leads. This is being refreshed in light of learning from the pandemic and the changed context – for the final 2 years of the fund and thinking on what may replace it.
- Following development and learning from action 1, the expectation is that the Council will have a stronger working relationship with smaller groups.

Action	Lead	Target Date	Actual Date	%	RAG
Action 1: Encouraging and supporting successful applications from Black, Asian and other ethnic community groups for grants or funds that are or become available, including the Community Impact Social Action Fund.	Rachel Kelly & Karen Martins	Ongoing	Ongoing		G
Action 2: Encouraging collaboration with and between VCS Black, Asian and other ethnic organisations, particularly grassroots organisations, to take forward recommendations and actions and work together to tackle issues. This work is being led by the VCS through partnership with Voluntary Action Camden.	Rachel Kelly & Karen Martins Michael Bond Dominic Murphy working with Umoja	Ongoing	March 2021		G
Action 3: To continue to refine and review communication methods with the newly established working group to improve the reach of information and messaging to Black, Asian and other ethnic Minority communities.	Rachel Kelly	Ongoing	Ongoing		G
Action 4: Embedding this work into the future development of our relationship with the VCS; building on the positive partnership working (and aspirations for a more positive collaboration) at a both a strategic and neighbourhood level that has emerged since the pandemic	Rachel Kelly	Ongoing	Ongoing		A

Next steps/Decisions

Summary of next steps, any decisions needed, actions that need to be updated, or any new actions that need to be created?

After an initial 3-month phase of Umoja (AHF) Participation Team funded research. The Umoja (AHF) has proposed with additional funding to continue with phone calls, covid secure door knocking but would also like to create a video in various community languages, currently not available ie. Swahili. A new proposal for this additional piece of work has been submitted to Piers Simey, acting Director of PH who in turn has sent it to Simon Wheatley, Senior Commissioner (NHS North Central London CCG) for consideration.

Action area	Strong and Diverse VCS	Lead Sponsor	Carole Stewart and Kat Myers		Date	June 2021
Key Achievements (since August 2020) Actions 5 – 8						
Action 5 This action is a particular focus of one of the four missions the Council is developing in the framework of Camden’s Renewal Commission to build a better borough after the pandemic. We are now developing a series of projects and activities that will help achieve this		Action 5: Ensuring representatives from Black, Asian and other ethnic communities are able to influence strategic decisions- at both a neighbourhood and borough level	Kieran Ferdinand Ruth Craven Michael Bond	Ongoing	After lockdown	R
Action 6 See Action 1. The Council works with local groups such as Umoja (African Health Forum) and the Bengali Workers’ Association (BWA) to encourage vaccine take up. Within a new campaign called We Make Camden, aimed at supporting Camden’s renewal after the pandemic, we are enabling various VCS organisations and community groups across the borough to launch social action.		Action 6: Supporting partnerships and forums, including exploring funding opportunities, to understand emerging issues and needs. These include Strategic partner and Community Impacts Networks; Working Groups; VAC and VCS Forum; Issue/ themed based sessions and training and information sessions.	Michael Bond Dominic Murphy Umoja and Vaccine bus Team. Caroline Kennedy for WMC.	Ongoing	Ongoing	G
Action 7 See Action 1. We work and support smaller organisations like Umoja (African Health Forum) to apply for funding available (for example by the GLA) so that they can expand their activity. We are now launching a new Social Fund in partnership with Camden Giving for various groups to get the funding support they need to launch social action.		Action 7: Fundraising support and promotion: - Promote future funding opportunities to Black, Asian and other ethnic organisations (such as forthcoming Community Impact Fund schemes), and encourage Black, Asian and other ethnic Minority organisations to apply for funds - Explore use of employee volunteer scheme to support organisations with funding bids	Michael Bond and Dominic Murphy plus Umoja	Ongoing	Ongoing	G
Action 8 We monitor the impact of the pandemic on groups. We work with partners such as Umoja (African Health Forum) and Word on the Curb to understand vaccine take up among BAME and young people. Communications colleagues are working with Word on the Curb with support from the Participation Team		Action 8: Monitoring and reporting on existing programmes to include impact on Black, Asian and other ethnic communities, as part of wider equalities monitoring and reporting	Caroline Kennedy, Michael Bond Dominic Murphy	Ongoing	Ongoing	G
Next steps/Decisions						
Summary of next steps, any decisions needed, actions that need to be updated, or any new actions that need to be created?						
The 3 month project findings have been presented to the Director of Public Health and to the Covid Disproportionately working group – the findings were also presented to Kate Kewley – throughout the 3 month period the Participation Team picked up on other issues highlighted by Umoja i.e. housing issues, lack of culturally specific diets, Mental Health and social isolation – GP registration						

Action area	Strong and Diverse VCS	Lead Sponsor	Carole Stewart and Kat Myers		Date	June 2021
Key Achievements (since August 2020) Actions 9 – 12						
Action 9 Led by procurement. Work is ongoing to look at how to support local VCS to apply for contracts with the Council as a way to increase their funding (where priorities align) This has been						
Action 10 The VCS are important partners in understanding and addressing systemic issues. There are good examples in how the VCS already contribute to this, including the Renewal Commission, Youth Safety Taskforce, and North Camden Zone. Refreshed thinking on the platforms and mechanisms for working with the sector are being refreshed as part of the recovery period to the pandemic. This work will start in the summer.						
Action 11 The previous approach to codesign of the Community Impacts Fund has been paused during the pandemic. However, thinking on the spend for 2021/22 is underway. The priorities for the Community Impacts Fund in 21/22 is focused on the resilience of the local voluntary sector to recover and reform in light of the pandemic. Options for these are being progressed in time for launch in the Autumn, and incorporates thinking on support for smaller groups. The role of funding, relationships and capacity building for addressing race equality is a key theme for the team, who are reviewing how to ensure this is incorporated in to everything the team does – e.g. design of funding, applications, strength of relationships etc. The team is newly forming and a workshop is planned for late July with agreed actions to follow.						
Action 12 The work is underway. The first phase of this approach is the work with VAC and Ubele to build a platform for grassroots to build capacity and create a network. We recognise it is important the Council has a direct relationship with small groups, and – once trust is established – we plan to look at the way this can be established as a more permanent forum/network.						
		Action 9: Work with commissioners and procurement colleagues to raise awareness of, and build confidence in VCS. Encouraging VCS to register with Supply Change (brokerage service). Providing advice and guidance to commissioners and procurement managers about organisations who may be able to tender as procurement opportunities arise	Nicole Penn	Ongoing	Ongoing	G
		Action 10: Work with the VCS to make visible and to advocate for what is required to enable system and structural change	Rachel Kelly	Ongoing	After lockdown	R
		Action 11: Continue to progress the Community Impact Fund equalities theme of ‘no-one gets left behind’, working with VCS partners to co-design this fund which supports partnerships and innovation. The partnership development theme for the fund will outline that we particularly welcome partnerships with smaller Black, Asian and other ethnic minority organisations; we will work with partners to challenge the traditional power dynamics of partnership projects to ensure that smaller organisations are seen as the ‘experts’.	Michael Bond and Dominic Murphy plus Umoja	Ongoing	Ongoing	G
		Action 12: Continue to help facilitate conversations, discussions and connections between organisations working with Black, Asian and other ethnic minority communities and other VCS organisations, Council services and Mutual Aid Groups.		Ongoing	Ongoing	G
Next steps/Decisions						

Action area	Safe Homes	Lead Sponsor	Shaun Flook and Angela Spooner Mary McGowan	Date	
--------------------	-------------------	---------------------	--	-------------	--

Key Achievements (since August 2020) Actions 1 – 3

Action 1
This is in progression. Social Value Framework is being developed by Nicole Penn. We are also developing a procurement mission statement and code of conduct. The mission statement and social value framework aim to increase employment and business opportunities for Black, Asian and other ethnic minorities owned business. We will contact key suppliers to set out our approach and ask them to complete a survey on diversity within their organisations and any plans to promote greater equality and diversity within their organisation.

Action 2
This is an ongoing action as we engage residents as part of new projects and those already underway. Our teams have discussed the use of online engagement with residents with a mixed response. So we aim will take a mixed approach with some in person sessions (as Covid-19 restrictions allow) as well as online sessions which have widened engagement on some projects during lockdown.
The Haverstock Team have developed a Consultation and Engagement Strategy that could be summarised as a best practice document. On Maitland Park Estate we've reached out to young people who will benefit from new play provision, by commissioning local arts & sports charities, who are already well trusted within the community, to run activities and gain insight.
On West Kentish Town Estate we employ local residents as Community Liaison Advisors. They have been visiting Bengali residents who haven't been participating on online meetings due to language barriers. Last Summer we held a socially distanced event outdoors, specifically aimed at Bengali residents (but open to all), with Bengali speakers available to translate. In May three residents were on the panel to help choose prospective architects for the estate.
Our teams have also fed into the work of the Gospel Oak Neighbourhood Assembly, a group of local residents representative of the local community who are feeding in to the community vision for the area.
Overall we are seeking to learn as we go and adopt a best practice approach to engagement which includes developing stretch targets to improve diversity of engagement.

Action 3
All staff that come into contact with young adults living in overcrowded households are aware of the appropriate advice to give but due to the acute lack of social housing the reality is there are limited options for adults to move on locally.

Action	Lead	Target Date	Actual Date	%	RAG
Action 1: Explore CIP's approach to procurement and work with more inclusive/representative contractors, and creating a framework for this.	Rosemarie Jenkins / Aidan Brookes	August 2021	In progress	100%	G
Action 2: Take further steps towards wider resident engagement drawing on the learning from having engaged in less traditional ways during lock-down; we will participate in or contribute to, as appropriate, representative resident panels and assemblies to really understand what next generational housing looks like and what the main demands and concerns are.	Jermei Shapiro	October 2021	In progress	100%	G
Action 3: Develop approach to working with young adults living in overcrowded households to identify options for alternative homes	Shaun Flook	Ongoing	Ongoing	100%	G

Next steps/Decisions

Action area	Safe Homes	Lead Sponsor	Shaun Flook and Angela Spooner Mary McGowan	Date	
--------------------	------------	---------------------	--	-------------	--

Key Achievements (since August 2020) Actions 4 – 8

Action 4

The Council is currently undertaking a stocktake of the outcomes from the housing allocations scheme and is paying close attention to the outcomes in regards to the equalities characteristics of all who apply for rehousing. The stocktake will help the Council decide whether changes are required to the way social rented housing is allocated. If major changes are considered to be required there will be public consultation, with a focus on consulting with our local communities.

Action 5

Information are provided on the website. Our Under Occupation advisers are proactive in promoting their services and they receive direct referrals from a number of sources.

Action 6

Clear information about how medical points are calculated are available our website.

Action 7

As part of the rehousing stocktake we are looking at how we can provide a more relational service, however due to the pandemic major change is unlikely until summer 2022

Action 8

Neighbourhood Housing staff work closely with residents and colleagues in Housing Needs to support and priorities resident who need to or are required to downsize

Action	Lead	Target Date	Actual Date	%	RAG
Action 4: Work on getting more data on ethnicity in regards to rehousing needs, and incorporate this into a dashboard	Shaun Flook	TBC	?		R
Action 5: Renew the communications plan to ensure more under-occupying older tenants and agencies working with them are aware of the two existing specialist, supportive, trusted advisors. (move into other downsizing action.)	Shaun Flook	October 2021	Completed	100%	G
Action 6: Work on clearer communications on health points within the housing allocations scheme by working with community leaders and VCS organisations to ensure information is relayed accurately to Black, Asian or other ethnic communities.	Shaun Flook	October 2021	Completed	100%	G
Action 7: Explore possibilities attached to our new neighbourhood allocations officer roles. Exploring, in particular, scope for enhanced housing options advice for individuals in overcrowded households.	Shaun Flook/ Angela	March 2021			R
Action 8: Be proactive in promoting mutual exchange and down-sizing and take steps to ensure that when family members who inherit a Council home are expected to downsize in a timely way.	Shaun Flook and Angela Spooner	After lockdown	After lockdown		R

Next steps/Decisions

Action 4- will need to be reviewed in-depth once the project is kick started

Action 6 - Get a list of community leaders and VCS organisations in Camden to send out information on how medical points are calculated

Action area	Safe Homes	Lead Sponsor	Shaun Flook and Angela Spooner Mary McGowan		Date	
--------------------	------------	---------------------	--	--	-------------	--

**Key Achievements (since August 2020)
Actions 9 – 12**

Action 9
Properties have been identified and we are working with Public Health to determine how the limited number of units can be best used.

Action 10
The toolkit is available but we have not been able to promote due to Covid. The next plan was to identify some residents to work with St Martins College

Action 11
This is ongoing our Welfare Rigts team has managed to increase tenants income by 1m and continue to work closely with Neighbourhood teams to address financial difficulties our residents are experiencing.

Action 12
There are a number of local initiatives with community groups such as the Winchester project, teams have developed close working relations with their local community centres

Action	Lead	Target Date	Actual Date	%	RAG
Action 9: Creating a plan to earmark furnished voids to provide some temporary accommodation to alleviate severe overcrowding in a second wave or similar pandemic; particularly for those with a tenant identified as being clinically vulnerable.	Angela Spooner	October 2021	Completed		G
Action 10: Raise awareness around space saving measures around the home and consider identifying a funding source for this.	Angela Spooner	After lockdown	Ongoing		A
Action 11: Help our tenants to be financially resilient, able to pay their rent, and to assist them to access training and better paid work. This will be targeted towards tenants who have gone onto Universal Credit as a result of Covid-19.	Angela Spooner	Ongoing	Ongoing		G
Action 12: Continue to develop the links between our local neighbourhood teams and voluntary sector agencies so that as services adapt to a new normal those links remain strong and tenants benefit.	Angela Spooner	Ongoing	Ongoing		G

Next steps/Decisions

--

Key Risks/Issues/Escalations	Status	Mitigating actions
	G	
	A	
	R	

Action area	Happy and Healthy Workforce	Lead Sponsor	Jo Brown Fiona McAdoo	Date	June 2021
--------------------	------------------------------------	---------------------	----------------------------------	-------------	------------------

Key Achievements (since August 2020)

Actions 1 – 4

Action 1

- Internal comms campaign including sharing stories from network members, engagement with network and unions, updating category options on Oracle to make them more inclusive, engagement with managers and SLG.

Action 2

- We have completed four Pulse surveys – one on staff Wellbeing, two around the future of work and one specifically around Inclusion.
- We completed 8 focus groups specifically around the experiences of Black Asian and staff from other ethnic communities during the first wave of the pandemic, and 3 around the experiences of staff who were vulnerable to Covid due to health reasons
- We have run two sets of Staff Inclusion Forums – one set around the Race Equality Action Plan and one around creating safe routes for reporting racism. These were very well attended.
- We have conducted research into the experiences of our disabled staff (in depth interviews) in order to understand how to create a more inclusive and accessible working environment
- We have engaged staff in the creation of our Anti-Racism Learning Offer through Show and Tells and staff network involvement

Action 3

- Complete: virtual briefing and videos from Chief Executive and letter to all Black, Asian and other ethnic staff sent out. Communications via internal communications channels, managers, HR and Chief Executive will continue throughout the pandemic and beyond
- Pulse survey was used to understand how colleague from Black, Asian and other ethnic feel about their safety and letters were sent to our Black, Asian and other ethnic colleagues to reaffirm the organisation's commitment to keep them safe

Action 4

- We have developed our Race Equality Action Plan in response to our reaffirmed commitment to race equality. We have begun progressing work in all areas of the action plan. We are launching our Anti-Racism Learning offer this month which will include over 450 mandatory training sessions for staff.

Action	Lead	Target Date	Actual Date	%	
Action 1: Gain a better understanding of our workforce equality data by encouraging colleagues to update their ethnicity (and other equality characteristics) on our HR system (in line with GDPR)	Fiona McAdoo	August 2020	Ongoing		G
Action 2: Use Pulse Survey (quick, focused staff surveys) information and focus group insight to understand our workforce concerns and ensure they are addressed	Fiona McAdoo	August 2020	Ongoing		G
Action 3: Workforce continue to be reassured through clear communications about what we are doing to keep people as safe as possible and encouraged to share concerns	Fiona McAdoo	August 2020	Ongoing		G
Action 4: Revisit and review action plan around inclusion for Black, Asian and other ethnic staff to ensure it is fit for purpose – take forward in regular meetings with Camden Black Workers Group, Cabinet Member for Young People, Equalities and Cohesion and the Leader of the Council	Fiona McAdoo	August 2020	Ongoing		G

Next steps/Decisions

Next steps for Action 1: We are using our Inclusion Pulse survey to better understand why staff are not updating their diversity data. This will help us take more targeted action.

Action 3: Continue clear communication and information sharing around our return to our buildings

Action 4: Continue progressing the Race Equality Action Plan. Utilise the data from our Inclusion Pulse Survey (and future pulse surveys) to evaluate the impact of this.

Action area	Happy and Healthy Workforce	Lead Sponsor	Jo Brown Fiona McAdoo	Date	June 2021
--------------------	------------------------------------	---------------------	----------------------------------	-------------	------------------

Key Achievements (since August 2020)
Actions 5 – 9

Action 5

- Complete: Risk assessments and Equality Impact Assessments are being conducted and will be ongoing throughout the pandemic

Action 6

- Levels of PPE stock remain at good levels
- An effective system to distribute PPE is in place, ensuring PPE reaches all teams and individuals as needed
- Instances of Covid in our buildings/workplace remain very low

Action 7

- Completed: Second Wave was planned for and we continued to support all staff, with an emphasis on colleagues who are most vulnerable. This included running reflective sessions for staff who were shielding and vulnerable, who live alone, those with caring responsibilities and younger staff (30 and below) as well as general sessions for staff to connect and reflect.

Action 8

- Rates of sickness absence due to Covid remain low in our workforce
- The workforce is regularly reminded that nobody will be disadvantaged or negatively effected for taking time off either due to illness or self isolation because of Covid
- Our sickness absence rates have not shown a disproportionate impact on our Black, Asian and other ethnic workforce

Action	Lead	Target Date	Actual Date	%
Action 5: Service and individual risk assessments to be carried out as services resume. Individual risk assessments review will include ethnicity and other factors that make a member of staff more vulnerable to Covid-19. Conduct equality impact assessments on all decisions for workforce, including those who are re-entering our workplaces/offices.	Fiona McAdoo	August 2020	Ongoing	G
Action 6: Continue to ensure effective PPE is available to all staff who need it	Fiona McAdoo	August 2020	Ongoing	G
Action 8: Continue to ensure safe planning for any second peak of Covid-19. We are reviewing our approach taken at the outside and will be placing more emphasis on support for colleagues who are most vulnerable	Fiona McAdoo	August 2020	Ongoing	G
Action 9: Keep monitoring sickness data to inform approach.	Fiona McAdoo	August 2020	Ongoing	G

Next steps/Decisions

Monitor all actions as Covid rates change

WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

The 2020 Black Lives Matter protests and the disproportionate impact of Covid-19 on Black, Asian and other ethnic communities also prompted a lot of other equalities work. This work has been led by the Equalities and Disproportionality service but is not directly linked to an action in the Building Equal Foundations Action Plan.

This has included the following:

- ❑ Safe Spaces across the organisation
- ❑ Diversity in the Public Realm work
- ❑ Anti-racism, unconscious bias and microaggressions training with senior leaders and their teams
- ❑ Reverse mentoring with senior leaders
- ❑ Catalyst Groups in Supporting Communities, Supporting People and Corporate Services
- ❑ Women of Colour Progression Network / Men of Colour Progression Network
- ❑ International Women's Day event focusing on Black, Asian and other ethnic women's experiences and leadership
- ❑ All-staff reflection session marking one year since the murder of George Floyd
- ❑ Lunchtime anti-racism learning and reflection sessions:
 - The History of Racism
 - The Black Curriculum
 - White Allies
 - Poetry
 - Drop-in with the Equalities and Disproportionality Service
 - Windrush Day lunchtime session
 - Black Pride event
 - Black History with David Olusoga

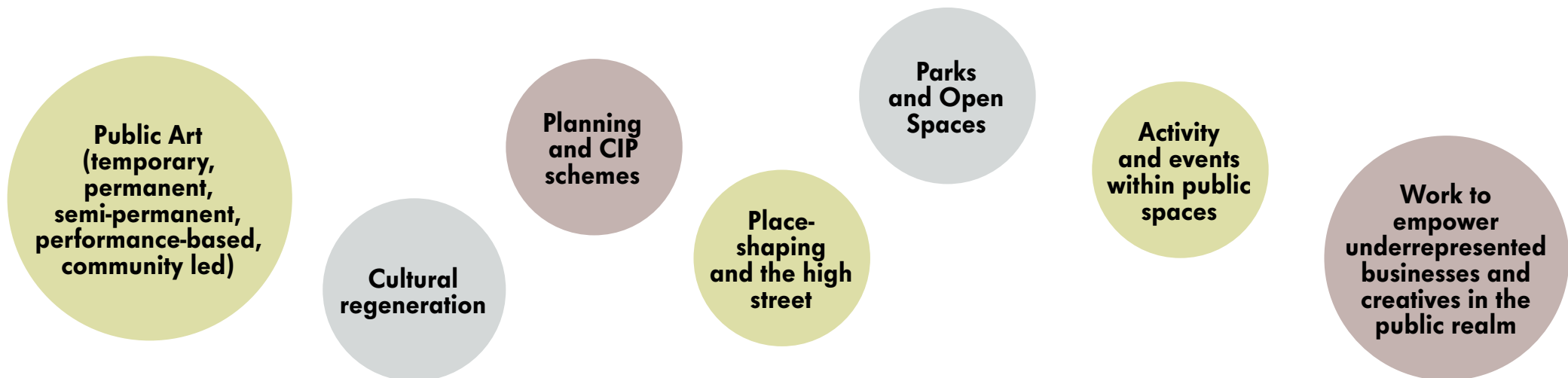
WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

Diversity in the Public Realm

A strategy group for Diversity in the Public Realm has been established to stimulate a holistic and proactive approach to ensuring the public realm is diverse, inclusive, and reflective of Camden's diverse communities. This group works with the Commemorations and Memorials Members Working Group. A community engagement group, as well as our Race and Equalities Stakeholders Group, will be used to guide the strategy development.

Initial projects have included the renaming of [Cecil Rhodes House](#) and Beckford Primary School, as well as work supporting the new **Camden Black Creatives Group** and **Camden Black History Group** who are working to diversify Camden's archives. Other exciting projects can be read about on Love Camden, such as the [Camden People's Museum](#) 'sharing our diverse heritage through creativity, the museum presents the stories, sounds and spirit of the borough.'

The Strategy for Diversity in the Public Realm will encompass the following:



[Click here](#) for Cecil Rhodes event video

WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

Women of Colour Progression Network (Connect, Grow and Thrive)

This is a forum for networking and sharing information – a space for Women of Colour in the organisation to come together to support and empower each other.

We will be exploring in-depth ways to unlock the potential of Women of Colour at work by understanding the multiple forms of discrimination and disadvantage that Women of Colour face, the inequalities and intersecting barriers they experience, and the solutions they think would help to overcome them. We aim to host a series of themed talks on different topics. This might include hearing from senior leaders on their professional trajectories and what they've learned along the way, as well as networking and mentoring opportunities. We will be sharing information on topics such as mentoring Women of Colour, building your own brand, finding your voice, identifying your unique talents, and making recommendations to promote inclusivity and diversity in the workplace.



Men of Colour Progression Network (Connect, Grow, Thrive and Celebrate)

Similar to the Women of Colour Progression Network this is a space for Men of Colour to network, share, support and empower each other.

Our aim is to -

- ❑ Support Internal Progression & Empower MOC
- ❑ Build self-confidence to apply for promotion
- ❑ Understand opportunities for progression in Camden
- ❑ Be heard, respected and listened to
- ❑ Break down stereotypes
- ❑ Have appreciation of self-worth
- ❑ Access mentorship support opportunities

WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

International Women's Day event

This year IWD2021 was linked to the Renewal Commission mission Borough-wide Diversity in Positions of Power. The summit 'A Seat at the Table: Diversifying Women's Leadership across Camden' was held to raise women's voices and discuss how we tackle racial and gender inequality in positions of power – specifically for Black, Asian and other ethnic women.



We used the opportunity to lift up women's voices from different sectors and discuss how we tackle racial and gender inequality in positions of power and leadership, specifically for Camden's Black, Asian and other ethnic women; hear stories of female leadership from a diverse range of women; and work together to think about how we can increase Black, Asian and other ethnic female representation at all levels – whether in business, in our communities, or elsewhere – across our borough.

It was great to have so many people attend the event as we heard from a wide range of inspirational voices and heard ideas on what action is required to diversify women's leadership and continue the work to achieve gender equality. We'd also like to extend a special thank you to all of our guest speakers, as well as our hosts; you all created the space to re-imagine a better tomorrow and led such a crucial dialogue. If you would like to watch the event, you can do so using this link: [International Women's Day 2021: A Seat at the Table - Diversifying Women's Leadership across Camden - YouTube](#)

During the Summit, we captured people's thoughts on what leadership means to them, re-imagining Black, Asian and other ethnic women's leadership, and what action is required to achieve this. To continue the momentum, we created a Pledge Board for people to note down what they commit to doing to support efforts to achieve gender equality and diversify women's leadership.



Windrush Day

As part of our activity to mark Windrush Day, we welcomed author, producer and historian, Colin Grant to Camden for a special lunchtime session. The session was hosted by Social Worker, Patriche Bentick.

During the session Colin shared his reflections on the stories, memoirs and experiences he captured to write his book Homecoming: Voices of the Windrush Generation, and talked about what this essential and much-misunderstood chapter of our history means for descendants, and why learning more about it is so important for us.

Black Pride event and lunchtime session

Pride events worldwide are crucially important for allowing people from LGBT+ communities to feel safe, accepted, and celebrated. For people who intersect multiple marginalised spaces – i.e. those who are both LGBT+ and Black – finding acceptance can be even more challenging.

Stonewall research shows that over half of Black, Asian and Minority Ethnic LGBT+ people (**51 per cent**) have faced discrimination within the LGBT community. In response to this issue, UK Black Pride was created in 2005 – founded by Phyllis Akua Opoku-Gyimah, also known as Lady Phyll – with the aim to promote unity and cooperation among all Black people of African, Asian, Caribbean, Middle Eastern and Latin American descent, who identify as lesbian, gay, bisexual or transgender.

UK Black Pride is now the biggest celebration in Europe for Black and ethnic minority members of the LGBT+ community, with around 8,000 people attending every year.

Importantly, UK Black Pride promotes unity and cooperation among LGBTQI+ people of diasporic communities in the UK and their friends and families. In the words of Audre Lorde: **“There is no such thing as a single-issue struggle because we do not live single-issue lives. Our struggles are particular, but we are not alone.”** To honour what has been a tremendously difficult year for so many in our communities, UK Black Pride’s 2021 theme is “Love and Rage”.

To acknowledge this important movement, on 13th July 2021, our Equalities and Disproportionality service and the Rainbow Group hosted a special session for all staff across our organisation.

Speakers for the event:

- ▣ Lady Phyll- a British political activist, co-founder of UK Black Pride and executive director of Kaleidoscope Trust.
- ▣ Paula Akpan- Co-founder of The “I’m Tired” Project, a campaign that aims to highlight the significance of micro-aggressions and stereotypes faced by people in everyday life.

The event allowed our staff to discuss some important issues faced by Black, Asian and other Minority Ethnic LGBTQI+ people with the speakers and how can we tackle these issues. It addressed the importance of breaking the silence in the global community and removing the stigma, as well as the meaning of allyship within the LGBTQ+ community.

Find out more [here](#)

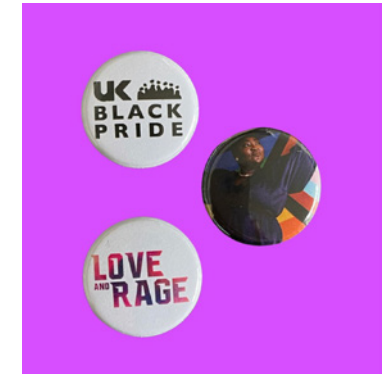
WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

Safe Spaces

'Safe space' is a term used to describe areas in which groups have created an environment for themselves, where there is complete inclusivity and comfort for the individuals.

This is a space where colleagues who have had similar life experiences based on their ethnicity can provide each other with a supportive, respectful environment. They offer colleagues a brief opportunity to be vulnerable and let down their guard without fear of discrimination, judgment, or being viewed through the lens of those who have not undergone their experience. The spaces allow staff to truly speak their mind and build resilience so that when they are outside these spaces, they can be the strongest, most authentic versions of themselves. The opportunity for openness, strength, and confidence is what occurs within safe spaces.

We are providing support and guidance to facilitate these groups in Camden Council. Safe spaces could also be set up for protected characteristics other than race, and for allyship.



Reverse Mentoring with Senior Leaders

Reverse mentoring is where a more junior mentee, the colleague who is more junior mentors the mentee who is more senior.



Reverse mentoring creates a safe space for the mentors to explain to the senior mentee what is really going on in their experience, and it is a safe space for the mentor to discuss and listen about things they don't know and are uncertain about. It is an opportunity for the mentee to try to see organisational life through the eyes of others and to take action as a result.

The process recognises that there are skills gaps and opportunities to learn on both sides of a mentoring relationship, and flipping the traditional format on its head can be very beneficial for both parties. Reverse mentoring also challenges the idea of mentoring being elitist, as it's not about a senior person taking someone under their wing, but a formal relationship for the purpose of skill sharing and professional development. As well as organisational benefits, reverse mentoring is a powerful way to build human connections and community within the organisation.

'I learn something new every time I speak with my reverse mentor. Not only about her but about myself.'

Catalyst Groups: Supporting Communities, Supporting People, Corporate Services

The Race & Equalities Catalyst Groups provide leadership across the directorate for promoting race equality and eliminating discrimination in service delivery and work environment.

The core task of the groups are to develop directorates race action plans, establish a robust monitoring and reporting regime to ensure progress.

It's objectives are to:

- ❑ Champion race equality across the directorates, putting it front and centre of our work and decision making. Continually have these conversations.
- ❑ Enable action and unblock barriers to race equality
- ❑ Look at what equalities work is already happening across the directorate to provide an overview of activity
- ❑ Explore and identify opportunities for delivering existing services in a way that promotes equality of access, opportunity and outcomes
- ❑ Identify new actions that can be put in place to improve equality and reduce disproportionality
- ❑ Look at intersectionality with other protected characteristics
- ❑ Monitor and measure progress



WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

All-staff reflection session marking one year since the murder of George Floyd, and lunchtime anti-racism learning and reflection sessions feedback

Tuesday 25 May marked one year since the murder of George Floyd – a tragic and heart-breaking event which sparked worldwide protests, reignited the Black Lives Matter movement, and led to both individuals and organisations across the globe rethinking what systemic racism really means, and reaffirming commitments to anti-racism and social justice. We held an all-staff reflection session to mark this.

We also held a series of lunchtime sessions for staff:

- ❑ White Allies
- ❑ Miss Yankey poetry set
- ❑ Camden Learning on the Black Curriculum
- ❑ History of Racism
- ❑ Safe space and mindfulness



'George Floyd's death had a big impact on me. I'm glad we gave space to honour his legacy.'

"Thank you for showing solidarity with the BLM movement today by holding such an incredibly moving event."

"The conversations about race should continue until we have fully normalised antiracism within the organisation. How long that is going to take remains to be seen but we have to be committed to this as a Council to make sure it happens."

"As an ally I found the event very moving. It also reminded me of how much work I need to do and where I need to challenge."

'The event today re-energised me to do more and speak up more. Thank you.'

'I hope we can have long lasting change here in Camden.'

WIDER EQUALITIES AND DISPROPORTIONALITY UPDATE

Race and Equality Community Stakeholders Group & Disproportionality Communications Working Group

Our new Community Stakeholders Group has now been set up to challenge us further to be more radical and help us co-produce the next steps in our equalities work with the community.

A space where we collaboratively share ideas, experiences, and knowledge on how to tackle racial inequalities to create a fairer and more equal Camden in the long term. We held the first meeting of this group in May 2021, and the second in July 2021. They were great sessions which brought a lot of inspiring and passionate voices from the Camden community together. We hope that this group will be a powerful network of radical change-makers.



Our Disproportionality Communications Working Group was established in summer 2020, to enable the Council to work collectively with the Voluntary and Community Sector and faith leaders to ensure messaging in communications are clear, concise and consistent, and to ensure public health messages related to Covid-19 are developed in partnership with our communities and are sent out using the best platforms. These meetings are used to get feedback from communities, to tailor messages accordingly, working with a diverse range of organisations.