

**Report for:  
ACTION**

**Item Number:**

<b>Contains Confidential or Exempt Information</b>	No
<b>Title</b>	Up-date on progress of meeting the demands set out in the Race Equality Commissions (REC) Report
<b>Responsible Officer(s)</b>	Kieran Read- Strategic Director - Strategy & Change
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<b>Portfolio(s)</b>	Cllr Aysha Raza - Tackling Inequality
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	9 <sup>th</sup> November 2022
<b>Implementation Date if Not Called In</b>	22 <sup>nd</sup> November 2022
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Race Inequality, Equality, Education, Police, Stop and Search Participation and Democracy, Housing, Citizen Tribunal Member

## **Purpose of report**

The findings of Ealing's Race Equality Commissions (EREC) report were published in January 2022 and accepted by the Council in February 2022. This report provides Cabinet with an update on work delivered by the council to advance delivery of the Commission's demands. It also updates on work with partners to develop an action plan owned by the Local Strategic Partnership (LSP) and seeks Cabinet agreement to the commitments for which the Council is the lead agency.

### **1. Recommendations**

- 1.1 To note the detailed response to the Race Equality Commission's demands.
- 1.2 To note the actions and activities that Ealing Council and its partners have committed to delivering responding to the report - which identified seven priorities, each with a series of corresponding demands that needed to be tackled to address inequalities in particular race inequalities.
- 1.3 To approve the sections of the action plan for which the Council is the lead agency described at paragraph 3.24 and Appendix 1

## **2. Reason for Decision and Options Considered**

2.1 Narrowing racial inequality in the borough is key to delivery of the administration's vision for the borough and the strategic priority of tackling inequality. The EREC made clear that, as elsewhere in the country, the situation is urgent with unacceptable racial inequality persisting. Delivering no response was not an option. The council cannot deliver all the commission's demands on its own and therefore a single agency action plan was not considered effective. Therefore, the council has worked with LSP partners to develop an action plan. It will be for each partner to own their commitments, and in the case of the council the commitments are closely aligned to the priorities set in the Council Plan, the key strategic planning document to ensure they receive a high priority.

### **Key implications**

## **3. Background**

3.1 The findings of Ealing's Race Equality Commissions (EREC) report were published in January 2022 and accepted by the Council in February 2022.

3.2 The Commission concluded that race inequality was in crisis that demanded an urgent response and called upon Ealing Council, public institutions and the borough's employers, to be bold and make a clear commitment in response to the report findings.

3.3 Based on the information captured by the independent (REC) for Ealing, a set of challenges were identified and to tackle these challenges a series of demands were presented in seven priority areas that the Commission believed to be the most urgent.

3.4 Each priority put a spotlight on the challenges and concerns around persistent and growing inequalities that required the Council and its partners; working independently and/or collectively with local stakeholders, residents, businesses, and the voluntary and community sector to affect change.

3.5 In accepting the Commission's findings, the Council has committed to work with partners to develop a robust action plan and agree to develop an ongoing oversight mechanism as a legacy of the commission.

3.6 Partners have specific areas of focus and responsibility and to ensure that efforts are mainstreamed we expect that partners and existing governance will focus their efforts on delivering the actions in this plan.

3.7 A significant outcome and a reflection of the Council's commitment in taking forward the demands, in particular in the areas where it has most responsibility and influence is amending its Constitution to create the Citizen Tribunal (March 2022) which will provide a community accountability mechanism to 'hold feet to the fire' in the words of the report .

**Table.1 The seven priority areas identified in EREC Report**

<b>Priority</b>	<b>Statement</b>
<b>Priority 1: - Education</b>	ensure that no child is left behind. Our children are not under-achieving, they are being under-served
<b>Priority 2: - Health</b>	use what we have learnt from the Covid pandemic to eliminate health inequalities. If we don't act now these inequalities are going to grow.
<b>Priority 3: - Participation and democracy:</b>	increasing representation
<b>Priority 4: - Policing</b>	build trust and end the disproportionate rate of stop and search that is harming our young people.
<b>Priority 5: Income and employment</b>	build back fairer
<b>Priority 6: - Housing</b>	respect and empowerment
<b>Priority 7: - Keeping feet to the flames</b>	the Council to commit to establishing an independent body that will hold the administration to account for progress and The Leader of the Council should report on progress annually from 2023.

***Council response***

- 3.8 The council accepted the findings of the commission in February 2022 and committed to act on them. As part of the 2022/2023 growth process members agreed additional resource of £263,000 for an Assistant Director of Equality and Engagement, in addition to two supporting posts to be based in Strategy & Engagement and a small revenue budget. This team will play a co-ordinating role in driving forward the implementation of the community facing elements of the Commission's demands. In addition, a new post of Assistant Director Equality, Diversity and Inclusion was created to drive forward progress on workforce equality – responding both to the demands of the Commission and the council's 'big conversation' with staff in the wake of the Black Lives Matter (BLM) movement and the murder of George Floyd in America.
- 3.9 This new resource has been co-ordinating the development of the action plan taking over responsibility from the Assistant Director for Thriving Communities who had previously supported the Commissions work in producing the report.
- 3.10 In March 2022 the council amended its constitution to create a new Citizen's Tribunal – the accountability mechanism the EREC called for in its demand 7.
- 3.11 In May 2022 the council's administration implemented an additional budget amendment of £200,000 for each of the 4 years of this administration (2022-26) to support implementation of the demands in relation to schools and the demand to create a civic leadership programme.

- 3.12 Over the summer the council has been recruiting independent community members to the Citizens Tribunal – which was formally launched in October 2022.
- 3.13 Throughout this period the council has been developing its workforce equality action plan in partnership with its newly established staff equality groups. The action plan which will complement the response to the EREC will be brought to Cabinet in early 2023.

### ***Partnership response and action plan***

- 3.14 The council cannot deliver all of the actions alone. In May 2022 the EREC report was presented to Ealing’s Local Strategic Partnership (LSP) and it was agreed that a partnership action plan should be developed. Over the summer partners have developed their commitments with support from the council. The context for partners will vary and action plan commitments reflect this – aligned to sub regional, regional or national commitments as appropriate.
- 3.15 For the council there is also alignment with key council owned REC demands with priorities set out in the Council Plan, one of which is improving engagement with our residents and local communities and reflects the Commissions finding and demands for the council to improve its approach to communities and rebuild trust and engagement.
- 3.16 A significant level of work around Equality Diversity and Inclusion (EDI) is being driven through the council’s workforce development plans. The plans pay particular attention to recruitment, representation, and progression and will positively impact and complement areas of EREC’s “ask” on representation and progression of employees to reflect Ealing’s demographics.
- 3.17 A partnership action plan covering 2022/23 and 2023/24 was endorsed by the LSP at its October 2022 meeting. Narrowing racial inequalities will require significant action and deep cultural change amongst partners. It will also be impacted by wider societal and economic factors beyond the influence of Ealing partners. The action plan is therefore activity focussed sets out commitments that partners can expect to be held accountable for delivering over that period, both by the Citizen’s Tribunal and the wider community.
- 3.18 In addition to the LSP we expect the following partnership structures to play a key role in addition to the overarching role of the Local Strategic Partnership.
- (a) Education – Ealing Learning Partnership (ELP)
  - (b) Health – Health & Wellbeing Board (HWB)
  - (c) Community Safety and policing – Safer Ealing Partnership (SEP)
- 3.19 The action plan commitments and activities are reflected in **Appendix 1 and Appendix 2** of this report.

- 3.20 We will work closely with other local partners wherever we can. However, partners must take responsibility for their actions and the council will not defend a lack of action where more is needed. The newly established Citizen's Tribunal will scrutinise the commitment and delivery of all partners.
- 3.21 Whilst the action plan is being presented for agreement today. We recognise that delivery is an ongoing process with detailed input will be required to translate actions into measurable outcomes and outputs in some areas.
- 3.22 In addition to tracking activity the LSP and council are committed to understanding and addressing absolute levels of inequality in our community. Not all priority areas will have complete knowledge of the level and scale of race inequalities, especially in areas where barriers go beyond race and intersectionality considerations are factored in. In some instances, complete data sets do not exist among all priority areas and critical to measuring success or understanding how inequality gaps are being closed will require further work to establish appropriate baselines, develop proxies and consider other qualitative measures. **Appendix 3** presents key performance indicators to enable monitoring of the narrowing of equalities over time and to assist priority leads in setting targets where appropriate.
- 3.23 **Appendix 1 and Appendix 2** of this cabinet report sets out **priorities, demands** and the **actions** that the Council and its partners are currently delivering or plan to deliver to bring about changes required to tackle race inequalities. We know that actions on their own will not achieve the desired results, but actions accompanied by deep cultural change will be required to tackle embedded inequality and will take time to deliver.
- 3.24 **Appendix 1-** highlights areas that the Council has direct influence and accountability for and is reflected in :- **Priority 3- Participation and Democracy, Priority 5- Income and Employment, Priority 6- Housing and Priority 7- Feet to the Flames**. The actions detailed in each priority area of the plans provide a commitment of actions that have started or will be implemented to narrow inequalities and bring about a shift in behaviours and attitudes.
- 3.25 **Appendix 1- priority 2- Health** – brings together a range of partners and actions to reflect the commissioning structure of the Northwest London Integrated Care system (NWL ICS) and Health & Wellbeing Board (HWB). Responding to the health demands is the agreement that the REC Report will inform the development of the Health and Wellbeing Strategy 2022-2027, the anticipated outcome is reducing the inequality gap among people from African and Caribbean backgrounds and will have a direct impact to Ealing residents.
- 3.26 **Appendix 1- Priority 4- Policing-** The Met's response to EREC's demands will be required to respond to a further set of requirements laid out in the National Police Chief Constable's (NPCC) - Race Action Plan, which the Met are required to report on. The NPCC has nine key recommendations and five core commitments that complement EREC plan.

- 3.27 **Appendix 2- Priority 1 -Education-** presents Ealing Learning Partnership (ELPs) completed action plan. Following the publication of Ealing’s Race Equality Commission “demands” for education in 2021, education leaders collaborated with schools and community representatives to embed its demands within a four-year education race equality partnership plan. The education race equality plan articulates five leadership ambitions that will define and shape the work of statutory education services, ELP and its schools over the next 4 years.
- 3.28 **Appendix 3** illustrates a set of key performance indicators and targets that will assist priority leads in setting their baseline targets and will serve as a valuable tool for measuring progress and impact against demands.
- 3.29 An annual summary of progress will be published for stakeholders and for the Race Equality Citizen’s Tribunal to support its role in critical challenge.
- 3.30 The implementation of the plans should be viewed in phases- some priority actions require further work and development which will be subject to scrutiny and challenge by Tribunal members. Additional forms of scrutiny will be via partners and stakeholders through established governance structures such as Ealing’s Senior Leadership Team (SLT), Local Strategic Partnership board (LSP) and Ealing’s Health and Well Being Board.

### ***Citizens Tribunal***

- 3.31 The actions detailed in **Appendix 1 and Appendix 2** are a direct response to EREC’s report and findings.
- 3.32 The Council has signalled its commitment and intent to driving forward change and implementing the reports demands by amending the constitution to include the Independent Citizen’s Tribunal.
- 3.33 To date the response to **Priority 7- “Feet to the Flame”**, around accountability is comprehensive, a cohort of 10 citizen tribunal members including the Chair have been selected and appointed. The group were selected from among the local community in Ealing.
- 3.34 All 10 members bring a rich cross section and diversity of skills and experience that reflect the priority areas identified. This independent body will take on the challenging and scrutiny role, but also serve as a critical friend sharing their knowledge and expertise. We hope Tribunal members will also help to build community confidence by being an independent entity.
- 3.35 Tribunal members will be setting their work programme for the coming year so that the outcome of its role of “holding the administration and its partners to account for progress” can be reflected in the annual progress report which the Leader of the Council will be expected to report on annually from 2023.

## **4. Financial**

4.1 For 2022/23 the council has made investment of £0.585m through its budget process to support delivery, of which £0.110m is permanently recurring funding. The table below provides summary of the investment and funding profile.

Programme Budget	2022/23 (£M)	2023/24 (£M)	2024/25 (£M)	2025/26 (£M)	2026/27 (£M)	Total (£M)
New Equality & Engagement Function	0.335	(0.325)	0.000	0.000	0.000	0.010
Learning & Development Programme	0.050	0.000	0.000	0.000	0.000	0.050
Deliver on our commitment to tackle race inequality - Schools	0.150	0.000	0.000	0.000	(0.150)	0.000
Develop a civic leadership programme	0.050	0.000	0.000	0.000	0.000	0.050
<b>Total</b>	<b>0.585</b>	<b>(0.325)</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.150)</b>	<b>0.110</b>

4.2 However, the intention of the action plan approach is to influence existing mainstream budgets. Funding for specific activities to deliver the actions in the actions and plans outlined in **Appendix 1** and **Appendix 2** are not reflected in this report and will be held with individual departments/services. As actions are progressed or developed departments and partners may need to identify what further resources are required and how they will be resourced.

4.3 There are financial implications with this report. Each partner and or Council service delivering and or responding to their specific demands, has responsibility and ownership of how those actions will be resourced.

**4.4** In some areas there are direct impacts where funding and resources has been leveraged, reprioritised or growth bids developed by services to tackle specific demands to close inequality gaps. The budget sources for the latter will be reflected in individual service plans, governance, and approval structures.

4.5 Any growth requirements to both deliver the action plan requirements and financing the function will be considered alongside the Medium-Term Financial Strategy (MTFS) and 2023/24 budget process.

## 5. Legal

5.1 There are no direct legal implications to this report.

5.2 The Council's authority established a commission from a range of legal sources.

5.3 Under section 2(b) of the Local Government Act 2000, the council has the power to do anything which it considers likely to achieve the promotion or improvement of the economic, social, or environmental wellbeing of their area.

5.4 Under section 2 of the National Health Service Act 2006, the council must take such steps as it considers appropriate for improving the health of the people in its area.

5.5 By making the council more effective in tackling racial inequality the action plan is an important mechanism to ensure the council delivers on its responsibilities under the Public Sector Equality Duty and the specific priorities it has adopted locally to meet that objective.

## **6. Value For Money**

6.1 Value for money will be achieved through efficiencies. Delivery of the demands of the EREC will ensure that over time and in the long run communities are not excluded due to their race. Awareness of the inequality gaps that exist and having a plan of action to address them will promote a more inclusive society helping to build trust with Ealing residents.

## **7. Sustainability Impact Appraisal**

7.1 A sustainability impact appraisal is not required for this report.

## **8. Risk Management**

8.1 The associated risk associated with this report if the actions that the Council has full responsibility and ownership for are not delivered is reputational among Tribunal members, partners, residents, and the local community. Service Heads/ Departments who are responsible for delivering the actions associated with each priority will be held to account and will have to report annually why specific actions are not being met.

8.2 Regular reporting and monitoring of progress of the actions and plans, supported by the Citizen Tribunal members scrutiny role will help to identify issues and challenges and how they are being addressed.

## **9. Community Safety**

9.1 Action plan commitments around trust and confidence in policing and community safety should support effective delivery of work by the Police, council and other partners.

## **10. Links to the 3 Key Priorities for the Borough**

10.1 Delivery of the actions outlined in Appendix 1 and Appendix 2 of this report by the council and its partners will have a direct positive impact to **fighting inequality**. The detailed actions to specifically address race inequality across a range of areas are intended to close the race inequality gaps.



## **11. Equalities, Human Rights and Community Cohesion**

11.1 The actions outlined in the action plan in Appendix 1 and Appendix 2 seeks to address race inequalities, in particular those affecting and impacting people from Black, Asian and Minority Ethnic backgrounds (BAME), it is anticipated that the actions will have direct positive impacts, however partners in delivering their action plans will also need to assess the impact of the actions to the other 8 protected characteristics to ensure there are no adverse impacts and if any are identified they will need to suggest what mitigation actions if any will be applied.

## **12. Staffing/Workforce and Accommodation implications:**

12.1 There are no workforce implications directly associated with hits report. Further workforce equality considerations will be set out in the forthcoming workforce equality action plan.

## **13. Property and Assets**

13.1 There are property / assets implications of this report. In responding to **Priority 5- Income and Employment, demand 4** specifically states that the Council should ensure local communities can make use of public and community buildings by working with local organisations to bring them back into use whether as temporary or permanent facilities. Work is underway on Ealing's land and property strategy as part of that work will be a community asset review, the outcome of the latter will influence the scope of meeting the REC Priority and achieving the demand.

13.2 The EREC's demand is also reflected in the Council Plan as a priority: **Thriving Communities TC7**: in which there is a requirement to " .....refresh the council's approach to community assets provision, including the operation of the existing assets and acquisition principles".

## **14. Any other implications:**

14.1 None

## **15. Consultation**

15.1 The actions and plans of this report have been put together by partners and Council departments responding to challenges and demands of EREC's findings. The EREC undertook extensive consultation to arrive with the final set of priority and demands. The plans are a direct response to consultation and engagement of the Commission's work.

## **16. Timetable for Implementation**

16.1 The action plan covers the period 2022-2024. Tribunal members will finalise their work programme to hold partners to account and schedule 6 public meetings

over the next 12 months and a final report at an annual meeting which the leader of the Council will present will also be scheduled.

16.2 In the meantime ongoing work will be scheduled with priority leads to capture how actions are being implemented, monitored and outcomes and impacts reviewed. Request for more detailed plans will be requested where appropriate to ensure actions, outcomes and outputs are robust enough responding to the demands.

## **17. Appendices**

17.1 **Appendix 1-** Actions Responding to the Race Equality Commission's Priorities and Demands

**Appendix 2-** Education race equality education action plan 2022 – 2026

**Appendix 3-** Dashboard of indicators for REC Priorities

## **18. Background Information**

18.1 Response to Ealing Race Equality Commission demands - [Cabinet Report February 2022](#)

18.2 Ealing's Race Equality Commission's Report- [Report – Do Something Good](#)

## Consultation

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent to consultee</b>	<b>Date response received</b>	<b>Comments appear in paragraph:</b>
<b>Internal</b>				
Kieran Read	Strategic Director Strategy & Change	17/10/22	19/10/22	Throughout
Justin Morley	Head of Legal Services - Litigation	21/10/22	21/10/22	throughout
Baljinder Sangha	Finance	18/10/22	19/10/2022	Section 4 Finance
<b>External</b>				

## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
For action	Yes
<b>Report no.:</b>	
Carol Sam – Assistant Director Equalities and Engagement x- 9924	

## Appendix 1 :- Actions Responding to the Race Equality Commission’s Priorities and Demands

Priority	Owner	Demands and Actions to be delivered	Links and Alignment to Ealing Council Plan
<p><b>Priority 1 Education</b></p> <p><i>Ensure that no child is left behind. Our children are not under-achieving, they are being under-served.</i></p>	<p>Ealing Learning Partnership (ELP)</p>	<p><b>See separate action plan attached: - Appendix 2</b></p> <p><b><i>Education leaders have collaborated with schools and community representatives to embed its six demands within a four-year education race equality partnership plan</i></b></p> <p><b>Demand 1.</b> Rapidly close the gap in attainment for Black Caribbean pupils</p> <p><b>Demand 2.</b> End the disproportionate rate of exclusions, aiming for a significant decrease year on year, and ultimately zero exclusions</p> <p><b>Demand 3.</b> Accelerate progress on changes to the curriculum</p> <p><b>Demand 4.</b> Make the training for teachers on race equality and unconscious bias part of core training</p> <p><b>Demand 5.</b> Empower parents to play an active role in their children’s education</p> <p><b>Demand 6.</b> Increase the number of black teachers in leadership role</p>	<p><b>Tackling Inequality and Crime (TIC2)</b> – Reduce Inequalities faced by people and communities who face continued discrimination and inequality:</p> <p><b><i>“Expect all schools to invest in yearly disproportionality training for staff; to set clear, ambitious targets to raise the academic attainment of Black Caribbean children; to significantly improve progression to higher education; and to establish parent forums to capture families’ ambitions early”</i></b></p>

Priority	Owner	Demands and Actions to be delivered	Links and Alignment to Ealing Council Plan
<p><b>Priority 2 Health</b></p> <p><i>Use what we have learnt from the Covid-19 pandemic to eliminate health inequalities.</i></p>	<p>Northwest London Integrated Care system (NWL ICS) and Health &amp; Wellbeing Board (HWB)</p>	<p><b>Demand 1</b></p> <p><b><i>The commissioners of services to draw up a clear strategic plan for greater representation in both health service provision and leadership positions in health services of the communities in Ealing, particularly the African and Caribbean communities.</i></b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Implementing the London Race Equality strategies and the equalities actions as detailed in the national people plan '<b>Looking After Our People</b>' as part of the NHS's, Workforce Race Equality Standards (WRES) and Workforce Disability Equalities Standards (WDES).</li> <li>• Set the expectation of the role and responsibilities of boards, senior managers, line managers to embed diversity and inclusion in the workforce.</li> <li>• Set the expectations of all staff of their personal role and responsibilities for contributing to an inclusive, positive working environment.</li> <li>• Each health organisation to set targets for their trajectories to achieve within 5 years, with clear annual goals.</li> <li>• Setting Model Employer Goals and Leadership Ladder Program (addressing progressions to higher bands, including Board level representation which is representative of the local community).</li> <li>• Support inspiring leaders: at all levels who empower their teams and challenge unproductive behaviours</li> <li>• Support inclusion Champions from Board to ward and community teams</li> <li>• Develop recruitment, onboarding, and retention practices to those of exemplars</li> <li>• Develop restorative resolutions</li> <li>• Recruiting Freedom to speak up about inclusive Decision Making</li> <li>• Staff Networks: BAME and LGBTQ Staff networks in place</li> </ul>	<p><b>Tackling Inequality and Crime (TIC2)</b> – Reduce Inequalities faced by people and communities who face continued discrimination and inequality:</p> <p><b>Healthy Lives:</b> Protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient and dealing with the ongoing impact of COVID-19.</p>

		<ul style="list-style-type: none"> <li>• Set up Disability Network by Q2</li> <li>• Achieve Disability Confident Organisation Status</li> <li>• Training for Network Chairs</li> <li>• re-instated the EDI Steering Group, which will include reps from each borough going forward. This group will, among other things, monitor progress across the initiatives set out in the plans. A key objective for the group in the next few months is to set Equality Objectives for the NHS NWL ICB in relation to workforce covering the ICB as whole including the borough teams</li> <li>• In terms of patients/service users, a Structural Racism Strategic Group comprised of system partner representation also started up with a view to tackling structural racism</li> <li>• The ICB is also partnering with local authorities on becoming an Anchor Organisation, which enables employment of local people within the NHS</li> <li>•</li> </ul> <p><b>Debiasing recruitment processes</b></p> <ul style="list-style-type: none"> <li>• Diversity reps on interview panels</li> <li>• Implementing the NHSE Debiasing Toolkit -</li> <li>• Supporting line managers</li> </ul> <p><b>Compassionate leadership program</b></p> <ul style="list-style-type: none"> <li>• NWL Staff Inclusion board which feeds into the NWL People Board</li> </ul> <p><b>Leadership ladder programme – Pilot started in October 2021</b></p> <ul style="list-style-type: none"> <li>• Each organisation that participated in pilot scheme put forward 2 individuals from BAME backgrounds and were supported to join a role at a higher band in another organisation and supported to develop their skills.</li> </ul> <p><b>Demand 2</b></p> <p><b><i>We must learn the lessons of the pandemic – that the Health and Wellbeing Board (HWB) carry out a review of</i></b></p>	
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		<p><b><i>how Ealing dealt with the pandemic and ensure that the lessons learned are made public and acted upon.</i></b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Scope of review agreed</li> <li>• Desk review of existing lessons learnt of COVID-19 and rapid literature review Council and partner staff surveyed on covid-19 response</li> <li>• Findings analysed to identify themes</li> <li>• Focus groups and individual interviews carried out to explore themes</li> <li>• Case studies developed</li> <li>• Report drafted for comment</li> <li>• Key lessons learnt identified and report completed</li> <li>• Actions and recommendations agreed</li> <li>• Health and Wellbeing board approved report recommendations</li> <li>• Recommendations/actions to be implemented</li> <li>• Progress on recommendations/actions to be monitored/ impact measured and reported to HWB Board</li> </ul> <p><b>Demand 3</b></p> <p><b><i>The local authority and health agencies should carry out a review of funding priorities for Black, Asian and Minority Ethnic communities, particularly African and Caribbean communities, who have been disproportionately left behind in health structures and services.</i></b></p> <p><b>Actions:-</b></p> <ul style="list-style-type: none"> <li>• Additional resource identified and put in place to support this demand: Ealing Place Based Partnership (PBP) funded Consultant in Public Health &amp; data analyst - <b>in place by December 22</b></li> <li>• Ealing focused race related health inequalities report. The scope is being confirmed but will cover</li> </ul>	
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		<p>CORE20PLUS5 related health topics;  CORE20PLUS5 is the national NHS England and NHS Improvement approach to support the reduction of health inequalities. <b>Report to be delivered by March 2023</b></p> <ul style="list-style-type: none"> <li>• Inequalities report to identify further topics for exploration through the Ealing Joint Strategic Needs Assessment (JSNA) Steering Committee.</li> <li>• Profiles for Ealing's Seven Towns will be completed using new census data will help to inform and deliver targeted support addressing inequalities and race inequalities.</li> <li>• Inequalities fund of £400,000 (non-recurrent) from the Public Health Grant will provide funding for innovative and sustainable projects to tackle health inequalities. Funding awarded and projects in delivery. Projects to be implemented and annual report to Ealing HWB</li> <li>• Funding (£90,000) dedicated to roll out a Community Champions programme (<b>Sep 2022</b>) The model will be monitored and evaluated for impact, sustainability and lessons learnt and future resources requirements.</li> </ul>	
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Priority	Owner	Demands and Actions to be delivered	Links and Alignment to Ealing Council Plan
<p><b>Priority 3</b></p> <p>Participation &amp; Democracy - Increasing Representation</p>	<p>Ealing – SD Strategy and Change</p>	<p><b>Demand 1.</b></p> <p><b>Local political leaders should take responsibility for a plan to dramatically improve diversity in political representation.</b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Following May 22 elections, the current majority Labour Administration reflects Ealing’s diverse resident population and work continues including outreach and engagement to increase Equality Diversity and Inclusion (EDI)</li> </ul> <p><b>Demand 2.</b></p> <p><b>The Council should take the lead in mentoring people from under-represented communities.</b></p> <p><b>Actions: -</b></p> <p>The Council Workforce Equality Plan will aim to address inclusion, progression and representation. This plan will be published by the end of <b>2022/23</b>. So far the council has:</p> <ul style="list-style-type: none"> <li>• Established a corporate equality board</li> <li>• Established staff forums for protected characteristics</li> <li>• Launched a positive action Leadership programme at ILM Level 5. The first cohort will complete in summer 23</li> <li>• Launched (summer 22) an inclusive mentoring scheme</li> <li>• The council will establish a Civic Leadership programme for members of the community which will be developed following engagement with the community and voluntary sector- to co-design and</li> </ul>	

		<p>co-produce a programme according to need- £50k per year has been allocated to this initiative.</p> <ul style="list-style-type: none"> <li>• The first cohort will launch in Quarter1 2023 and then run annually</li> <li>• The work will also align with any additional developmental needs of the Independent Citizen Tribunal members.</li> </ul> <p><b>Demand 3.</b></p> <p><b>The Council must develop a plan for improvement in community engagement and share measures of success with the Commissioners and its successor body.</b></p> <ul style="list-style-type: none"> <li>• Engagement Demands will be driven as part of the Council Plan Priority- "Thriving Communities" and forms part of the Community Charter deliverable for 2022-2023</li> <li>• Council is consolidating its engagement capacity and expertise into a new Strategy &amp; Change directorate to give greater focus and co-ordination to community engagement.</li> <li>• Resident survey being conducted autumn 2022 will provide a current baseline on satisfaction and engagement with the council.</li> <li>• Focus groups conducted summer/autumn 2022 will provide additional qualitative insight to the development of the Community Charter.</li> </ul>	<p><b>Thriving Communities TC1</b> Launch a Community Charter, setting out your rights as residents and what you can expect from the council in being open, inclusive, and transparent in everything we do..... "</p> <p><b>"Develop and engage communities on a new 'Community Charter' setting out the standards residents can expect from us in engaging with them.</b></p> <p><b>Conduct a resident's survey to better understand community need including how the community wants to engage and work with the council"</b></p>
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Priority	Owner	Demands and Actions to be delivered	Links and Alignment to Ealing Council Plan
<p><b>Priority 4 Policing -</b>  <i>Build trust and end the disproportionate rate of stop and search that is harming our young people.</i></p>	<p>MPS</p>	<p>It should be noted that regarding outcomes, those for West Area BCU will need to align to those set by the MPS for Race and Equality issues, particularly those which cross-over with the NPCC Race Action Plan. Once these are understood the outcomes for the Policing actions will be revisited and updated accordingly.</p> <p><i>Activities already being delivered to address these demands. In areas of S60s/ stop and search / working with schools</i></p> <p><b>Demand 1.</b></p> <p><b>The Metropolitan Police Service should critically review the effectiveness of its approach to stop and search for drugs offences and provide a clear action plan for how a new approach can both deliver more effective outcomes and increase trust among residents.</b></p> <p><b>Actions:-</b></p> <ul style="list-style-type: none"> <li>• Community Monitoring Group (CMG) to be set-up and maintained for Ealing Borough: The CMG will look to involve the community and key partners in reviewing decisions on stop and search and other police interactions. The aim will be to enable partner and community input into how police conduct stop and search and other interactions with the aim of improving police decision making and quality of interactions. It is anticipated this work will address areas of disproportionality in stop and search and use of force.</li> <li>• <b>Outcomes</b> :-Creation of meeting and identification of regular members. Two meetings to be held every 3 months (first covering stop and second body worn video).</li> <li>• Youth Scrutiny Panel (YSP) to be created and maintained for Ealing Borough: Working similar to the</li> </ul>	

		<p>CMG group but with a more youth orientated focus, the group will aim to review stop and search and other police interactions to identify learning and other areas of improvement, whilst also enabling the opportunity to explain police activity and decision making. It is also anticipated this work will address areas of disproportionality in stop and search and use of force.</p> <ul style="list-style-type: none"> <li>• <b>Outcomes</b> :- Creation of meeting and identification of regular members. Meeting to be held every 6-8 weeks.</li> <li>• Monthly Stop and Search Engagement Events: Regular community engagement events during which police will talk about S&amp;S to the public. These engagement events will be used to discuss any lived experience that the community want to discuss, any concerns in relation to S&amp;S powers used by officers or S60s.</li> <li>• <b>Outcomes</b>:- Target: Four per year to be held on Ealing.</li> </ul> <p><b>Demand 2.</b></p> <p><b>The Metropolitan Police Service must better co-ordinate the use of Section 60 powers between local and regional policing</b></p> <p><b>Actions :-</b></p> <p>Section 60 Review Process: A review process will be created for when Section 60 powers have been utilised on Ealing. This will endeavour to bring together a group of critical friends / partners to review the rationale for the section 60, how partners and the community were informed and the implementation of this. The process will aim to improve coordination of Section 60 powers with partners and other</p>	
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		<p>police areas where necessary, and look at ways of minimising any community impact</p> <ul style="list-style-type: none"> <li>• S60s: -S60s are evaluated once expired and shared via social media with the local community and partners once it has been authorised.</li> <li>• In WA there is now a system in place where all S60s that are authorised are discussed with CMGs post S60. This meeting takes place to help our partners understand why S60 was authorised and if this was effective or not. Meetings are held through MS Teams and this is a new initiative. There is also a weekly S&amp;S meeting that takes place together with all other BCUs and all S60s authorised are scrutinised during this meeting, looking at the grounds and the reasons S60s are authorised.</li> <li>• <b>Outcomes</b> :- Review to occur for all Section 60's deployed on Ealing.</li> </ul> <p><b>Demand 3.</b></p> <p><b>The Metropolitan Police Service must urgently address the perceived culture of 'them and us' through recruitment, training and retention. We ask for the swift and full implementation of the pilot of unconscious bias training for front line policing and welcome an opportunity to be involved in the evaluation of its impact.</b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Outreach Programme Roll-out: Police will look to increase roll-out of the MPS Outreach Programmes on Ealing. This programme of work aims to connect with the local community and encourage people to apply for the Metropolitan Police. This initiative particularly aims to encourage applications from those from under-represented communities.</li> </ul>	<p><b>Tackling Inequality and Crime (TIC2)</b> – Reduce Inequalities faced by people and communities who face continued discrimination and inequality:</p> <p>Engage with borough Metropolitan Police to highlight the disproportionate impact of stop and search on young black people, to build a dialogue with young people and the police that enables change and recognises the traumatic impact of stop and search on young people”</p>
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		<ul style="list-style-type: none"> <li>Improvement of HR Processes to retain officers from Black and under-represented communities: In the last ten years the number of Black officers in the Met has increased by 40% but we need to be better at attracting, retaining and promoting people from under-represented community groups to become a workforce which is representative of London's population. To ensure that potential, talent, energy, enthusiasm and expertise of Black officers and staff isn't wasted, West Area BCU will support the MPS activity on improving HR processes to eliminate discrimination and bias.</li> </ul> <p><b>Outputs and outcomes to be defined</b></p> <p>WA Police will ensure that officers and staff understand the history of policing Black communities and the ongoing impact and trauma of disproportionality: A series of activities will be undertaken to fulfil this action which is aligned to National recommendations. A national programme of mandatory training is currently under development. Every police officer and member of police staff will undertake this training to give them a better understanding of the history of policing Black communities, provide them with the confidence to discuss race and racism, and give them a better understanding of their role and the impact of their behaviours to improve trust and confidence within Black communities.</p> <p>Training to be rolled-out to give officers and staff the confidence to challenge, interrupt and report racism wherever they see it: Mandatory training, developed by the National Black Police Association (NBPA) is being rolled out to give officers and staff the confidence to challenge, interrupt and report racism whenever they see it.</p> <p><b>Outcomes:-</b></p> <p><b>Ensure all officers on WA receive the mandated training.</b></p> <p><b>Demand 4. The Metropolitan Police Service and the Council should present a plan for building trust through</b></p>	
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		<p><b>engagement that has been produced with local people – a plan that builds trust, gives people a voice and helps people to understand their rights</b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Creation of Police led Trust and Confidence Group: Formulation of a meeting to include partners and members of the community to review matters impacting on local trust and confidence in the police and review of improvement activity. Matters reviewed will include misconduct issues, high profile police activity which has led to negative perceptions of policing and local incidents which have a substation trust and confidence element.</li> <li>• #Listen initiative to be progressed utilising partner support to supplement police activity: This initiative, which is currently active, aims to provide opportunities to interact with youths across West Area to enable police to listen to their concerns. These are targeted interactions and can be undertaken in the form of events or surveys.</li> <li>• ‘Listening Circles’ to be held with community on trust and confidence and race equality issues: To be agreed and supported with Ealing Local Authority. These will look to focus on specific areas to enable a deep dive into issues and gain the understanding and feeling of the community on issues relating to trust and confidence, race and equality.</li> <li>• Ride Along scheme to be re-invigorated and promoted more widely: There should be a particular focus on young people who are over the age of 18 as part of this work. This activity will enable people to ride with ERPT officers to active calls to help better understand police demands, decisions making and general activity.</li> </ul>	
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		<ul style="list-style-type: none"> <li><b>Further work will be developed and will be driven by CP Priority Tackling Inequality and Crime (TIC2)</b></li> </ul>	
Priority	Owner	Demands and Actions to be delivered	Links and Alignment to Ealing Council Plan
<b>Priority 5 Income and Employment</b>  Build Back Fairer	Ealing- SD Economy and Sustainability	<p><b>Demand 1.</b></p> <p><b>The Council should lead a co-ordinated response to the immediate situation, ensuring people in crisis are not falling off the radar.</b></p> <p><b>Actions: -</b></p> <p>The Council is delivering a range of schemes and initiatives to address the cost-of-living crisis. Currently administering:</p> <ul style="list-style-type: none"> <li>DHP – Discretionary Housing Payments – help with rent/ deposits which support residents to stay in their home or secure new accommodation- (application process)</li> <li>Housing benefit – means tested application process</li> <li>Council tax support/reduction – a means tested reduction on Council tax - this scheme is currently being revised, for delivery of the new scheme in 22/23, with a 5 % increase in support for non-protected groups. (Currently out for consultation).</li> <li>Discretionary hardship scheme – for those unable or struggling to pay their Council tax bills</li> <li>Drawing up proposals to agree approach to distribute <b>Household Support Fund</b> in October 2022</li> </ul> <p><b>Demand 2.</b></p> <p><b>That business commit to a pledge that shares the responsibility for reducing inequality, including on ethnic minority pay gap reporting: we call on employers across</b></p>	<p><b>Tackling Inequality and Crime TIC2:-</b> Reduce the inequalities faced by people and communities who face continued discrimination and inequality</p> <p><b>Inclusive Economy (IE4) :</b> We will use our spending power in Ealing and beyond to encourage better pay, workplace representation, terms and conditions for workers, local small and medium sized businesses, black, Asian &amp; minority ethnic owned businesses as well as supporting new social and cooperative enterprise “Encourage sign up to Good Employment Charter (progress towards LLW)”</p>



		<p><b>Ealing with 100+ staff to bring in reporting on the ethnicity pay gap in their workforce.</b></p> <p><b>Actions:-</b></p> <p><b>Action 1:</b> Collate and review existing data on ethnic minority pay and identify gaps- Publish best practice guide to incentivise Ealing businesses on pay gap reporting and action plans by <b>Quarter 2 FY 2023/24</b></p> <p><b>Action 2:</b> Undertake an Ealing Business Survey to collect data and intelligence on ethnic minority pay.</p> <ul style="list-style-type: none"> <li>• Identify six Ealing business partners to co-design and promote an Ealing ethnic minority pay gap campaign – <b>by Quarter 1 FY 2023/24</b></li> </ul> <p><b>Action 3:</b> Lobby the new government and cabinet on improving guidance and support for businesses on ethnic minority pay, with incentives to reduce gaps and penalties for not taking action</p> <ul style="list-style-type: none"> <li>• Issue letter to government by Quarter 4 FY 2022/23</li> <li>• Launch an Ealing ethnic pay gap award scheme by Quarter 2 FY 2023/24</li> <li>• 20 businesses signed-up to the scheme by Quarter 4 FY 2023/24</li> </ul> <p><b>Demand 3.</b></p> <p><b>Let's reset differently: Council, local colleges and businesses to co-ordinate re-training programme that addresses the disproportionate effect of the pandemic on older people.</b></p> <p><b>Actions:-</b></p>	<p><b>Decent Living Income (DL1): -</b> Secure 10,000 new jobs in our borough, ensuring that every resident in Ealing can access a well-paid job, local to them, in a growing economy that keeps more of our money local</p>
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		<ul style="list-style-type: none"> <li>• <b>Do data better</b> - Ealing to Improve collection and analysis of equalities data in order to set baseline position</li> <li>• Undertake audit of current equalities data being gathered by internal services and provided by partners – <b>by Oct 22</b></li> <li>• Extend and refine this to provide clear and regular reporting on age, race and disability – <b>by Dec 22</b></li> <li>• Agree stretch target (<b>March 2023</b>)</li> <li>• Agree strategy with internal services to deliver 10% increase against age, disability, and race – <b>Jan 23</b></li> <li>• Highlight priorities and disparities to major partners and encourage more targeted and bespoke programmes for those who face discrimination due to race, age and disability – on going</li> </ul> <p><b>Data analysis:</b> use findings to inform design and commissioning of more and better programmes for older people, those with disabilities and black, Asian and ethnic minority residents Specifications (<b>January 2023</b>)</p> <p>Specification for support for young black men developed /or similar depending on outcome of analysis of data above – <b>Jan 23</b></p> <p><b>Do more and better</b></p> <p>Extend and strengthen existing programmes targeting those who are vulnerable in the labour market due to race, age and disability</p> <p>Start-up school for seniors</p> <p>Deliver an increase in Ealing residents accessing this in 22/23</p> <p>Negotiate increase in Ealing outcomes for 50+ - Sept 22</p>	
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	<p>Provide support to give through better access to venues e.g. SMH – and improved marketing – Oct 22</p> <p>Increase Ealing outcomes under the Work &amp; Health Programme</p> <p>Meet with Shaw Trust and get clear baseline for delivery Agree improvement target Support Shaw Trust to deliver increase</p> <p><b>BEAM</b> – provider working specifically with rough sleepers to deliver more support for rough sleepers and homeless – recommission this for 3 years from 23 onwards Specification for BEAM developed – Nov 22 – commissioning started Dec 22</p> <p><b>Care leavers</b> Deliver more, better coordinated support for care leavers and use the council as employer better – deliver major programme in 22/23 which will become mainstreamed as part of council recruitment and staffing Recruit Care leaver worker – Nov 22 Design the Our Horizons Pathways programme – Nov 22 First Pathways cohort – by March 23 Policy proposal on Ealing Council Care Leavers Guaranteed Interview Scheme – Nov 22</p> <p><b>Learning offer</b> Roll out learning offer through community hubs and partnerships like SJP, and 4 community hubs – ESOL, Digital, Employability, Literacy, numeracy, entry level vocational linked to wider advice and support in hubs and outreach venues – ongoing SEND programme Recommission Project Search supported internship programme at University of West London – June 22 Second year supported internship cohort starts – Sep 22 Monitor Ealing supported interns on other programmes – Apr 22 onwards Generate work experience and/or training placements for young people with SEND – by Mar 23 Borough Employment Support Service (BESS) Increase support for 50+</p>	<p><b>Thriving Communities TC7: Continue to explore new ways of delivering vital community assets in our seven towns, ensuring every town has access to libraries, community centres, public toilets, and places to meet, eat and be together :-</b></p>
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		<p>Undertake audit of current access for 50+ - Sep 22          Agree action plan to deliver 5% increase in registrations of the age category of 50+ on employment and support programmes</p> <p><b>Demand 4.</b></p> <p><b>Community buildings: the Council should ensure local communities can make use of public and community buildings by working with local organisations to bring them back into use whether as temporary or permanent facilities.</b></p> <p><b>Actions:-</b></p> <ul style="list-style-type: none"> <li>• Undertake a mapping exercise of Council owned assets-</li> <li>• Identify assets that can be made available to communities through the Council property strategy</li> <li>• Engage with local communities, through the Community Charter and Town forums to identify demand for assets by voluntary and community organisations</li> </ul>	<p>“Refresh the council’s approach to community assets provision, including the operation of the existing assets and acquisition principles”.</p>
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Priority	Owner	Demands and Actions to be delivered	Links and Alignment to Ealing Council Plan
<p><b>Priority 6 Housing</b> <i>Respect and Empowerment</i></p>	<p><b>Housing</b></p>	<p><b>Demand 1.</b></p> <p><b>The Council should empower tenant groups and place them at the heart of both new and existing developments</b></p> <p><b>Actions:-</b></p> <ul style="list-style-type: none"> <li>• Develop the Council's approach to resident engagement to ensure the voice of residents contributes to building safety, decants and housing services more widely</li> <li>• Run workshops with impacted residents and staff (commencing Sept 2022) with a view to producing an interim report by the end of October 2022.</li> <li>• Produce new council tenant engagement framework with resources to deliver identified by the end of December 2022</li> </ul> <p><b>Demand 2.</b></p> <p><b>The Council should run a campaign with tenants in the private sector to promote a greater awareness of their rights, where to go for support and advice, and how to hold bad landlords to account</b></p> <p><b>Actions:-</b></p> <p><b>Property Licensing Schemes and Communication to Private Sector Tenants</b></p> <ul style="list-style-type: none"> <li>• The Council's new property licensing scheme which comes into force from 03 January 2023 covers more than 50 per cent of the overall size of the borough and nearly half of the private rented sector in Ealing</li> </ul>	<p>Aligns with "Deliver 4,000 new genuinely affordable homes across the borough and ensure Ealing residents and key workers have priority to access new affordable homes in the borough" under Genuinely Affordable Housing</p>

		<p>meaning over 35,000 properties require a licence to be privately rented to tenants.</p> <ul style="list-style-type: none"> <li>• The communications strategy will inform all stakeholders on how the council is working to improve standards within the private rented sector, whilst educating and supporting landlords to comply with the scheme conditions and requirements. A key element of the strategy is to outline how the Council will support tenants by providing advice on their housing rights and responsibilities by raising awareness of the licence requirements that landlords should meet.</li> <li>• Communications and marketing will be delivered through analogue, print and digital media. Key messages will be adapted and tailored to each priority group in messaging and placement. Social media messaging will be updated weekly, and engagement evaluated, as the focus on specific priority groups progress.</li> <li>• In addition, and in accordance with a specific Council pledge, every tenant in Southall whose landlord is licensed under the scheme will receive written information in multiple languages titled 'Know Your Rights'.</li> <li>• The substantive communications campaign has already commenced and will build to a surge over coming months <b>through to April 2023.</b></li> </ul> <p><b>Private Renters Association and Forum</b></p> <ul style="list-style-type: none"> <li>• A Private Renters Association, led by renters, will be established to provide mutual support and advocacy for the 15,000 families that are renting privately within the borough.</li> <li>• The process of establishing the necessary foundation for such an organisation will begin by exploring with suitable providers the means to facilitate a truly</li> </ul>	<p><b>Decent Living Incomes ( DL13 )</b> :-Establish new community hubs, located within our seven towns, supporting residents to access council services at a one-stop place that can support those most impacted by the cost-of-living crisis with</p> <p><b>“Evaluate the four prototype hubs already open and engage with residents, community partners and voluntary sector to inform the approach, further scope and development of the model”</b></p>
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		<p>resident led association including through our partner, Cambridge House Safer Renting Team, who already provide partnership services to strengthen rights and access to justice for people exploited by criminal landlords, including by challenging landlord harassment and illegal evictions and providing support with legal action where necessary.</p> <ul style="list-style-type: none"> <li>• Further collaboration will take place with the London Renters Union and local groups such as Citizens UK (Ealing) to design a programme to support the establishment of an independent association for local private renters and ultimately launch a dedicated website. <b>It is anticipated that a consultation will launch in April 2023.</b></li> </ul> <p><b>Demand 3.</b></p> <p><b>The Council should establish hubs accessible to people in each ward where people can go to get advice and support specifically for housing queries.</b></p> <p><b>Actions: -</b></p> <p>The delivery of this demand will be driven as part of the Council Plan Priority- "Decent Living Income" and forms part of the work establishing Community hubs deliverable for 2022-2023</p> <ul style="list-style-type: none"> <li>• Continue to develop the prototype Hubs at Acton, Ealing, Northolt and Southall</li> <li>• Bring other services into scope such as Adult Services</li> <li>• Strengthen support services (back office) support to the frontline delivery</li> </ul>	
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		<ul style="list-style-type: none"> <li>• Put in place a Community Hub Team Manager to manager frontline Service Advisors (8.5)</li> <li>• Deliver a communications plan (internal and external) to ensure hard to reach groups are aware of the service offering.</li> <li>• Continually monitor demand per Hub location ensuring appropriate resources are in place to deliver an efficient and effective service</li> <li>• Incorporate CRM into frontline delivery to record transactions and automate reporting</li> </ul> <p><b>Demand 4.</b></p> <p><b>We urge the Government to change the law to allow councils to continue the work started during the pandemic to end rough sleeping.</b></p> <p><b>Action: -</b></p> <ul style="list-style-type: none"> <li>• Assess the impact of ceasing to accommodate rough sleepers with no recourse to public funds on numbers returning to the streets by end September 22</li> <li>• Draft letter to JRM setting concerns particularly health impacts of failing to accommodate this cohort by November 22</li> <li>• Invite and prepare for Ministerial visit for January / February 2023</li> <li>• Data analysis of profile of rough sleepers returning to the streets with NRPF. Also new arrivals onto the streets since the Public Health emergency</li> </ul>	
<b>Priority</b>	<b>Owner</b>	<b>Demands and Actions to be delivered</b>	<b>Links and Alignment to Ealing Council Plan</b>



<p><b>7. Priority Feet to The Flames</b> <i>What happens next?</i></p>		<p><b>Demand 1.</b></p> <p><b>We will present our findings in public for all to hear and will share and discuss these with stakeholders, community groups and businesses in advance of the May 2022 elections, starting the work to develop the response immediately.</b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Report published (Jan 2022) &amp; accepted by Cabinet (Feb 2022)</li> <li>• LSP considered the report in June 2022</li> <li>• Council created a new Assistant Director (AD) post and 2 supporting roles to drive progress. AD in post. Supporting roles to be in post by December 2022</li> </ul> <p><b>Demand 2.</b></p> <p><b>We will follow up on commitments and progress after the elections in May 2022 including proposals for the independent body that will drive implementation and oversee progress.</b></p> <p><b>Actions: -</b></p> <ul style="list-style-type: none"> <li>• Council constitution amended to create Citizen Tribunal (Mar 2022)</li> <li>• LSP to agree action plan - October 2022 and monitor implementation</li> </ul> <p><b>Demand 3.</b></p> <p><b>The Council should commit to establishing an independent body that will hold the next Ealing administration to account for progress. The Leader of the Council should report on progress annually from 2023.</b></p>	<p><b>Tackling Inequality:</b> Tackle inequality in our borough and launch the Independent Citizen Tribunal to hold the Council, Police and other organisations accountable to the promises we make to end it.</p>
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		<p><b>Actions:-</b></p> <ul style="list-style-type: none"><li>• Governance established to develop work plan with Tribunal members partners and colleagues (March 22)</li><li>• Engaged closely with the voluntary sector and local networks to promote widely and select representative profile of members Recruitment of Independent Citizen Tribunal Members and Chair Completed (September 22)</li><li>• Tribunal members will agree methodology of working with partners and stakeholders on a 12-month timetable to report and monitor progress against actions</li><li>• Final report of Citizens Tribunal to be published in autumn 2023 reported to Full Council</li></ul>	
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## Appendix 2

### Education race equality education action plan 2022 – 2026

#### Context

Following the publication of Ealing’s Race Equality Commission “demands” for education in 2021, education leaders have collaborated with schools and community representatives to embed its six demands within a four-year education race equality partnership plan.

The challenge set by commissioners is that our children are not under-achieving, they are being under-served

The demands are:

1. Rapidly close the gap in attainment for Black Caribbean pupils
2. End the disproportionate rate of exclusions, aiming for a significant decrease year on year, and ultimately zero exclusions
3. Accelerate progress on changes to the curriculum
4. Make the training for teachers on race equality and unconscious bias part of core training, which has the same status as safeguarding training, until there is a dramatic reduction in the rates of exclusion and the gap in attainment between Black Caribbean children and all other groups
5. Empower parents to play an active role in their children’s education
6. Increase the number of Black teachers in leadership roles

The education race equality plan articulates five leadership ambitions that will define and shape the work of statutory education services, Ealing Learning Partnership and its schools over the next 4 years. An annual summary of progress will be published for stakeholders and for the Race Equality Citizen’s Tribunal to support its role in critical challenge. We will develop a set of key performance indicators and targets that reflect our ambitions and we will RAG-rate progress towards these. The implementation of the plan should be viewed in phases

**Phase 1** – setting expectations and mobilising leadership 2022 – 2023

**Phase 2** - developing, expanding and sustaining leadership across the system - teachers, parents, CYP 2023 – 2025

**Phase 3** - consolidating and normalising anti-racist leadership, policy and practice to eradicate the impacts of disproportionality 2025- 2026

# Phase 1 - setting expectations and mobilising leadership 2022 - 2023

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1 Leadership.....	.....
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3 Curriculum, progress and inclusion.....	.....
4 Developing cultures and behaviours .....	.....
5 Inclusive recruitment and retention .....	.....

## Owners

- ◆ Julie Lewis JL
- ◆ Sarah Thompson ST
- ◆ Orlene Badu OB
- ◆ Therese McNulty TM
- ◆ Bridie McDonagh BM
- ◆ Marian Cullen MC
- ◆ Corinne Gill CG
- ◆ Clare Rees CR
- ◆ Madhu Bhachu MB
- ◆ Katie Mawhinney KW
- ◆ Vicki Daly VD

## 1 Leadership

- ◆ Every school has an anti-racist policy that is widely understood, constructed with, and supported by all stakeholders
- ◆ Every school has a designated Race and Diversity staff lead and governing board champion
- ◆ Every school has embedded systems for capturing the voices of pupils, parents, staff

Actions (Lead)	Outcome (+date)	Spring 2023	Autumn 2023	Spring 2024
Launch of race equality expectations and ambitions for all schools (JL)	All schools attend launch and conference of Ealing's Race Equality ambitions June 22			
Direct communication to all governing boards on expectations and support available (JL)	All governing boards are clear on Ealing's expectations and the demands arising from the race equality commission Sept 22			
Comprehensive implementation plan in place linking statutory services and ELP (JL)	Race equality education plan published with agreed KPIs (Autumn 22)			
Alignment of roles, accountabilities and additionally allocated resources across race equality plan and reporting systems in place (JL)	Race equality plan is communicated clearly to all stakeholders Autumn 22			
Development of existing school improvement systems/models to place greater emphasis on pupil, parent and staff voice (JL)	Pioneer schools identified and profiled as examples of best practice with noticeable change in perception of agency			
Oversight of school leadership and increase in governor training to monitor and support schools' commitment to priority areas (JL TM)	Strengthened systems for monitoring and supporting schools' commitment to race equality goals and effective targeted challenge/support			

## 2 Parents' empowerment

### Demand 5 Work to empower parents to play an active role in children's education

- ◆ Every school has established parent focus groups and clear systems to listen to feedback and to shape policy and practice
- ◆ Black Caribbean parents and Somali parents have high trust in school leadership

Actions (Lead)	Outcome (+date)	Spring 2023	Autumn 2023	Spring 2024
Revise existing training 'Helping Governors to Better Engage with Parents' to focus on engaging with parents of 'under-served' pupil communities (ST)	The views of parents of under-served pupils are actively sought and are pro-actively used to inform the strategic planning within school (Sept 2022 onwards)			
Create resources and devise training course on setting up and sustaining Parents' Forums in schools learning from FSPA model (ST) Revise existing 'Building Positive Relationships with Parents' training to focus on relationships with Black Caribbean parents (ST)	All schools can access a suite of training that supports them to build positive relationships with parents of all ethnicities (March 2023) All parents of Black Caribbean pupils are aware of and able to navigate future education and career progression routes for their children (March 23)			
Working with high schools, FE and HE providers and employers to develop approaches to actively engage with parents of Black Caribbean pupils from Year 7 onwards to ensure all post 16 routes are considered and accessible (ST/KW)	High schools have created an Aspirations and Progression programme for parents and Black Caribbean students from Yr7 – Yr11 (July 23)			
Continue to support the development and role of the Black Caribbean Parents' Forum and other key community groups (Somali) in conjunction with ELP's race equality plan (OB) Develop whole borough parent engagement strategy to shape feedback on policy and development (OB)	Clear structures in place to engage parents in meaningful policy review and development (July 23)			

### 3 Curriculum, progress, and inclusion

#### Demand 1 rapidly close attainment gap; 2 end disproportionate rate of exclusions; 3 accelerate progress on changes to the curriculum)

- ◆ Significantly improve attendance for Black Caribbean and White & Black Caribbean pupils so that it is in line with all other groups (1)
- ◆ Significantly reduce the persistent absence rate for Black Caribbean and White & Black Caribbean pupils so that it is in line with all other groups (1)
- ◆ Significantly reduce overall exclusions and ultimately put an end to disproportionality by ethnicity (2)
- ◆ Significantly increase % of Black Caribbean and White & Black Caribbean pupils achieving above the expected standard in RWM at KS2 in line with national (1 & 3)
- ◆ Significantly increase the % of Black Caribbean and White & Black Caribbean pupils achieving Level 5-9 E&M and an attainment 8 score in line with national (1)
- ◆ Significantly increase the % of Black Caribbean and White and Black Caribbean pupils choosing and attending high tariff HE institutions in line with all other groups (1 & 3)

Actions (Lead)	Outcome (+date)	Spring 2023	Autumn 2023	Spring 2024
Improve risk assessment systems to shine a light on persistent disproportionality across all measures of pupil engagement, inclusion; progress and academic outcomes with bespoke challenge and support provided through statutory functions (JL)	Strong and robust systems to challenge school leaders in place (ongoing)			
Schools receive focused challenge on areas of persistent disproportionality across attendance; SEN; progress; outcomes to inform aspirational target setting for all BC pupils (JL)	Clear and consistent communications to governing boards on areas that require attention re disproportionality (March 23)			
All high schools are actively engaged in reviewing the progress and outcomes for black heritage learners. (CG/CR)	All high schools demonstrated forensic target setting and progression plans for BC students - Expectations of and aspirations for BC pupils are in line with all groups and schools/setting have robust systems to prompt early action to meet the needs of groups and individual pupils who are not on track (ongoing)			
Launch of New pilot - <i>Therapeutic Thinking</i> training to develop stronger professional insight, knowledge and response to pupils with unmet needs with the explicit aim of reducing unnecessary exclusions (MC)	Pilot is well received and school leaders demonstrate significant changes in whole-school approaches to behaviour (March 24)			

<b>Actions (Lead)</b>	<b>Outcome (+date)</b>	<b>Spring 2023</b>	<b>Autumn 2023</b>	<b>Spring 2024</b>
<p>Refocus the role of Alternative Provision to deliver part-time placements to deliver earlier intervention/ prevention to reduce risk of permanent exclusion of BRCB and Somali pupils (MC)</p>	<p>New model of alternative provision is in place to provide a more flexible offer to pupils at risk of exclusion (March 24)</p>			
<p>Develop and implement a framework and protocol for regular analysis of suspensions to better identify risks quickly and inform pre-emptive action to support schools in meeting needs. (MC)</p>	<p>Protocol in place following consultation with schools, services and parents (July 23)</p>			
<p>Publish curriculum development support tools and extensive programme of curriculum training to support schools in place (ST)</p>	<p>All schools have engaged in curriculum development support training and/or networks. Pupils and parents report a change in pupil experience (July 24)</p>			
<p>Subject leader networks in place across all curriculum areas in primary and secondary phase – ready to share and mobilise best practice (CG and CR)</p> <p>Arts Charter developed to secure active engagement from schools which includes a focus on diversifying access to the arts and careers in the arts (ST)</p> <p>New Foresight programme funding bid in development linking Year 9 Black heritage students with mentors in higher education (ST)</p> <p>All high schools to receive new reports on progression of BC students to FE and HE to inform priority planning (CG)</p>	<p>Pupils and parents report better promotion of pathways and how option choice can affect progression – July 2023.</p>			
<p>Area-wide survey of BC Post 16 students to be launched Sept 22 to inform schools and area-wide progression strategy (KM)</p>	<p>Feedback from students and parents indicate a change in aspiration and choices at P16 (July 23)</p>			



## 4 Developing cultures and behaviours

### Demand 4 make the training for teachers on race equality and unconscious bias part of core training

- ◆ Every member of the school workforce and governing board is offered annual equalities and race equality training or refresher training through an organised programme of induction and development
- ◆ Equalities training for pupils is embedded in the whole curriculum model
- ◆ There is an overt focus on cultivating anti-racist leadership in the pupil/student body
- ◆ School policy and practice extends to parent training and workshops on equalities

Actions (Lead)	Outcome (+date)	Spring 2023	Autumn 2023	Spring 2024
Launch Ealing's Race Equality Toolkit with all schools and settings and an annual cycle to support self-evaluation and training (JL/ST/TM)	All schools use the Race Equality Toolkit and self-review tool to support school self-evaluation, improvement planning, policy development and annual review of training needs (July 24)			
Profile the work of schools where anti-racist leadership is embedded in student body and student leadership (OB)	Schools that invest in student leadership of anti-racism demonstrate wide-ranging impacts in engagement; outcomes and progression			
'Challenging Disproportionality' and 'Black Contributions' training provided for all staff from schools and EY settings with high quality video resources developed to ensure full access and ownership by school-led facilitators (ST/OB)	All staff in Ealing schools are aware of the impact of disproportionality on the outcomes for Black Caribbean pupils and understand their role in helping to tackle this (March 23) All schools and EY settings have delivered 'Challenging Disproportionality' training to their whole staff and have an annual commitment to induct new staff / new governors (July 24)			
Make Training available to all governors on: <ul style="list-style-type: none"> <li>• Equalities Act 2010 (new 2022)</li> <li>• Diversifying your GB (new 2022) with National Black</li> <li>• National Black Governor's Network (NBGN) – encourage all black governors to join</li> <li>• Challenging disproportionality /cultural competence (started 2021)</li> </ul>	All governors have access to DEI training March 23			
All chairs' / clerks' briefings to include item on diversity, equity and inclusion (DEI) (TM)	All GBs to have a DEI champion / link governor or part of committee priorities (March 2023)			

Governor recruitment event reflect and promote under-represented communities <sup>TM</sup>	Applications from under- represented groups turn into placements on GBs. (March 23).			
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## 5 Inclusive recruitment and retention

### Demand 6 increase the number of black teachers in leadership roles

- ◆ There are significantly more Black, Asian and minoritised background leaders in senior posts across all phases because of anti-racist recruitment and retention initiatives
- ◆ Systems are in place to gather the views and experiences of staff on equalities focused work

Actions (Lead)	Outcome (+date)	Spring 2023	Autumn 2023	Spring 2024
Establish and implement a middle to senior leadership programme for Black, Asian and ethnic minority staff alongside Teach West London (TM )	Leadership diversity programme is up and running with 20 recruits in cohort 1 March 23 Ealing data reflects improvement in middle to senior leadership posts from Black, Asian and minority ethnic staff (July 2024)			
Develop plan and execute filming of ‘talking heads’ case studies – for recruitment, career progression and leadership development. Videos and social media for hard to recruit to posts - reflect diversity across Ealing schools/ provide visible role models (VD/TM).	Social media / ‘talking heads and career/progression work, celebrates and promotes diversity and opportunities for Black, Asian, and ethnic minority staff in Ealing schools (March 2023)			
Dedicated section on EGfL to signpost national and local opportunities and career progression pathways including the new professional qualifications (TM/VD)	Staff have access in a recognisable and consistent way to career progression/ leadership development opportunities as appropriate (ongoing ) Individuals report greater access/confidence re applying for new career opportunities (July 23)			
Central training programme clearly marked to show targeted opportunities for Black, Asian and ethnic minority staff career progression in addition to specific DEI training. (VD)	Ealing temporary staffing recruitment mirrors strategies for Ealing permanent recruitment to ensure a diverse workforce can be attracted (July 23)			

### Appendix 3- Dashboard of Performance indicators for REC Priorities

Section	Indicators	Performance baseline	Baseline Year	Source	Notes
Education	Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	-21%	2022	Schools performance team	Provisional figure for 2022; to be confirmed in October 2022
	Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4.	-18%	2019	Schools performance team	2022 data will be available in October
	% Black Caribbean pupils permanently excluded (out of total Black Caribbean pupil population)	0.6%	2021/22	Schools performance team	vs 0.23% White, and 0.1% total pupils excluded
	% non-Black Caribbean pupils permanently excluded (out of total non-Black Caribbean pupil population)	0.2%	2021/22	Schools performance team	vs 0.23% White, and 0.1% total pupils excluded
	Relative likelihood of Black Caribbean pupils being permanently excluded from school as compared to all pupils/White pupils/non-Black pupils	3.2	2021/22	Schools performance team	Black Caribbean pupils are 3.2 times more likely to be excluded than non-Black Caribbean pupils
Health	Healthy life expectancy by Black, Asian and minority ethnic group vs White	Not available	N/A	N/A	Life expectancy data is not available by ethnicity. Further work required on best health indicators.
Participation and democracy	Percentage of the top paid 5% of local authority staff who are from an ethnic minority (excluding those in maintained schools)	16.2%	31/03/2022	HR data	
	Mean ethnicity pay gap within the Council	14.7%	31/03/2020	HR data	
	Satisfaction of ethnic minority groups with the council (% satisfied with "the way the council runs things")	70%	2018	2018 Residents Survey	this compares to 76% for White
	Engagement by Black, Asian and minority ethnic group groups with the council (% saying they "feel informed about the Council and the services it provides")	55%	2018		this compares to 62% for White

<b>Policing</b>	Total number of stop and searches	6,935	2021/22	MET Police stop and search dashboard	
	Relative likelihood of Black population stop and searches as compared to non-Black population	3.5	2021/22	MET Police stop and search dashboard	Black people are 3.5 times more likely to be stopped and searched. Note that the REC report used White as the comparator group. If that's used, the relative likelihood increases to 4.3
<b>Income and employment</b>	Difference in employment rate of residents from White and Black, Asian and ethnic minority groups	9.8%	2021/22	Nomis	aged 16-64 employment rate - white - 77.7%;aged 16-64 employment rate - Black - 67.9%; Difference -9.8%
	% employment rate of residents with long-term health conditions/ disability employment rate gap	15.2%	2021/22	Nomis	% with health conditions or illnesses lasting more than 12 months in employment - 15.2%; No. of people 16+ in employment -171,100; No. of people 16+ - 265,900; % of people 16+ in employment - 64.34%; % Difference: 64.34%-49.1%-15.2%
	% of disabled residents among those supported into employment through Council schemes	35.2%	2021/22	Employment & Skills team	(out of total residents helped into employment)
	% of Black, Asian and minority ethnic group among those supported into employment through Council schemes	65.7%	2021/22	Employment & Skills team	(out of total residents helped into employment)
	% of Black, Asian and minority ethnic group (or sub-groups) in social housing waiting list	55%	2021/22	Housing Demand team	This is consistent with overall Black, Asian and minority ethnic group population
	Relative likelihood of Black people to be on the housing waiting list, as compared to their proportion in the total population	2.3	2021/22	Housing Demand team	Black population are 2.7 times more likely to be on Housing Register as compared to the Black population in the borough (Black population in borough 11%, Black people on Housing register 25%)