

Building equal foundations: Tackling the disproportionate impact of COVID-19 on Black, Asian and other ethnic communities in Camden

Medium to long-term action plan

August 2020

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Healthy, independent lives

Actions	Anticipated delivery date	Medium or long-term	Measures of success	Owner	Is the action new as a result of the findings of this work or is it BAU/ an improvement on BAU activities?*
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.	September	Medium-term	Agree a set of jointly owned priority actions for the health system.	Public Health	New
Continue to work with local registrars to set up processes for routinely collecting and recording ethnicity data as part of the death registration process.	September	Medium-term	Improved recording of ethnicity on deaths data.	Public Health	New
Work 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.	From December onwards (awaiting confirmation from NHS England regarding when the self-referral pilot will launch)	Medium-term	<ul style="list-style-type: none">Search criteria and approach amended in primary care to prioritise invitations to Black, Asian and other ethnic eligible patients firstRoll out of the new self-referral pathway to NHS Diabetes Prevention Programme and targeted Black, Asian and other ethnic communications campaign.	Public Health	BAU

*BAU activities are part of the Council's existing work, however there is a commitment to increasing the focus on Black, Asian and other ethnic groups as a result of the findings of this work.

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Review the existing local NHS Health Checks programme to ensure checks are accessible to and taken up by Black, Asian and other ethnic groups, and if required, referral to lifestyle services as a result of receiving the check.	From December onwards	Medium-term	Completion of Health Equity Audits of NHS Health Check programme and delivery of training to healthcare assistants to support uptake of checks and referrals to lifestyle services.	Public Health	BAU
Improve case finding and earlier diagnosis of long-term conditions in Black, Asian and other ethnic residents through national screening programmes, increased awareness, presentation and identification of early symptoms and signs, leading to improved management of key long-term conditions, such as diabetes, hypertension and atrial fibrillation.	Ongoing	Medium-term	Good uptake of preventative and screening interventions by Black, Asian and other ethnic residents.	Public Health	BAU
Work with the Clinical Commissioning Group (CCG) and primary care partners to develop and implement effective plans for the coming flu season to ensure good uptake of flu immunisation amongst our eligible Black, Asian and other ethnic residents.	September/October	Medium-term	Good uptake of flu immunisation amongst our eligible Black, Asian and other ethnic residents.	Public Health	BAU
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 system.	From July onwards	Medium-term	Numbers of champions trained and qualitative description of activity.	Public Health	New

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<p>As part of Camden's mental health COVID-19 response, voluntary and community sector (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.</p>	<p>August</p>	<p>Medium-term</p>	<p>Improved uptake of mental health support in primary care by Black, Asian and other ethnic residents.</p>	<p>Mental Health</p>	<p>New</p>
<p>Convene a task and finish group with representation from the CCG, Camden 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 prioritised by our Black, Asian and other ethnic communities.</p>	<p>July</p>	<p>Medium-term</p>	<ul style="list-style-type: none"> • Development of a health literacy, education and promotion programme with clear delivery plan, including milestones and measures of success • School attendance data. 	<p>Public Health</p>	<p>New</p>
<p>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.</p>	<p>Ongoing</p>	<p>Medium-term</p>	<p>Improved campaign and marketing materials leading to greater uptake of services.</p>	<p>Public Health</p>	<p>BAU</p>

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Promote physical activity opportunities in and around the home, such as online resources and streaming classes and home-based exercise packs for people shielding, to specific Black, Asian and other ethnic communities and age groups where physical inactivity is an issue.	Ongoing	Medium-term	<ul style="list-style-type: none"> Tailored communications Home-based exercise packs distributed to at-risk people. 	Public Health	New
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.	Ongoing	Medium-term	<ul style="list-style-type: none"> Tailored communications developed and disseminated Soft intelligence on the use of parks amongst diverse communities. 	Public Health	BAU
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.	2021	Long-term	<ul style="list-style-type: none"> Complete mapping exercise of current provision and community assets Development of an action plan to provide coordination and strategic direction to work on social isolation and loneliness. 	Public Health	New
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.	TBC	Medium-term	Address indirect health impacts of COVID-19.	Sport and Physical Activity	New

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In line with the NHS Long Term Plan, Camden is 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.	2021	Long-term	Measures for success will be coproduced with partners and residents to ensure they reflect what matters to people's lives and how they want services to work for them.	Mental Health	New
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.	September	Long-term	Continue to monitor the very positive uptake of the service by Black, Asian and other ethnic residents. Ensure that uptake translates into needs being met.	Public Health	New
Through our role as an anchor organisation, use our significant influence to tackle discrimination and unconscious bias across the system: <ul style="list-style-type: none">- 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.	October	Long-term	<ul style="list-style-type: none">• 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.	Public Health	New

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Healthy, independent lives (Adult Social Care clients and shielded residents)

Actions	Anticipated delivery date		Measures of success	Owner	Is the action new as a result of the findings of this work or is it BAU/an improvement on BAU activities?
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).	November 2020	Medium-term	<p>ASC outcome measures for how people with care and support needs feel:</p> <ul style="list-style-type: none">• Since my contact with ASC I feel more connected to activities and people in my community• Since my contact with ASC I feel more confident and independent• My social worker was clear and easy to understand• My social worker took enough time to get to know and understand me• I am happy with my friendships and relationships (from UCLA loneliness survey)• I trust my social worker• I get the right support in a crisis or when things go wrong• My social worker did the things they said they would• I was able to make decisions about my care and support	ASC	New*

*All ASC actions are new as they will be part of the ASC transformation programme, however some existed as part of the scope of the programme whilst some have been added.

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			<ul style="list-style-type: none">• I was given the right support to achieve the outcomes I identified• I was given enough information to make decisions about my care and support• My social worker let me choose who should be involved in talking about my support• I feel safe in my community• I feel safe in my home.		
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 co-production 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.	Ongoing	Medium-term	ASC outcome measures and further outcomes defined through co-production.	ASC	New

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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.	Variety of dates for specific projects.	Medium-term	ASC outcome measures, and improved take up of direct payments by Black, Asian and other ethnic people.	ASC	New
Further work is required to understand the demographics breakdown of the clinically vulnerable that are referred to the Multi-Disciplinary Team and what complex needs are being identified and how they are being met (Clinically High Risk).	TBC	Medium-term	ASC outcome measure for how people with care and support needs feel: <ul style="list-style-type: none">I get the right support in a crisis or when things go wrong.	ASC	New

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Work with VCS partners to ensure culturally and religiously appropriate support is provided, including supporting food banks and community food distribution points to provide culturally appropriate food parcels to those that request these. This action will ensure that people who have been made vulnerable as a result of COVID-19 will continue to have access to food.	August 2020	Medium-term	Residents receiving food support are satisfied that this is culturally appropriate and meets their needs.	Supporting Communities	New
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.	November 2020	Long-term	<ul style="list-style-type: none">• New plan to support carers developed• Outcome measures to be defined by co-production group• More carers from Black, Asian and ethnic groups receive support from Camden and VCS partners.	ASC	New
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.	TBC	Long-term	ASC outcome measures	ASC	New

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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.	Ongoing	Long-term	Representative workforce at all levels of the service.	ASC	New
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.	End August 2020	Medium-term	Staff feel safe when raising issues.	ASC	New
Review the data held on the Beacon digital platform that supported the shielding programme, and explore whether ethnicity data can be included in a future iteration of the system (Clinically High Risk).	TBC	Medium-term	TBC	Digital	New

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The best start to life

Actions	Anticipated delivery date	Medium or long-term	Measures of success	Owner	Is the action new as a result of the findings of this work or is it BAU/an improvement on BAU activities?
Free school meals/Pupil Premium: Schools encourage parents that might be entitled to free school meals to apply and take up the option.	Ongoing	Medium-term	Consistent measuring of free school meals take up alongside indicative eligibility measures.	Camden Council (Nick Smith)	BAU
Free school meals/Pupil Premium: Camden continues to support schools, where required in providing faith specific meals, e.g. halal food.	December	Medium-term	Increase in the number of schools taking up the diverse menu offer within the Camden contract.	Camden Council (Nick Smith)	BAU
Free school meals/Pupil Premium: Respond to the Government summer food programme, working with Philip Vaughan and charities around food poverty.	September	Medium-term	Levels of take up of the summer food offer being reflective of wider free school meals take up.	Camden Council (Nick Smith)	New
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.	Autumn 2020	Medium-term	A remote learning plan outlines what good looks like and an acceptable local standard.	Camden Learning	New

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<p>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).</p>	Autumn 2020	Medium-term	<ul style="list-style-type: none"> • Outline remote learning ambition • Define what good looks like • Set up a learning hub • Share good practices - impact increased reach and participation. 	Camden Learning	New
<p>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.</p>	December 2020	Medium-term	Reduction in the number of young people without access to a device/internet connection at home.	Camden Learning	New
<p>Reducing inequality and promoting life chances: Explore the potential of working with the Education Endowment Foundation (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.</p>	TBC	Medium-term	In-house school tutoring directed to Black, Asian and other ethnic pupils and disadvantaged pupils, complemented offer to reduce gaps.	Camden Learning in partnership with schools	New
<p>Reducing inequality and promoting life chances: Working with parents/communities to promote attendance and return to school through links to health and education and ensuring effective messages to provide assurance.</p>	Ongoing	Medium-term	Attendance for all groups of pupils is above the national average.	Camden Learning in partnership with schools and Public Health	New

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<p>Reducing inequality and promoting life chances: A Virtual Work Experience pilot for Year 10/11/12 students took place in July with approximately 250 students at nine 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.</p>	July 2021	Medium-term	Take up and percentage of Black, Asian and other ethnic participation in Virtual Work Experience programme remains above 60%.	Camden Learning in partnership with schools and the Council	BAU
<p>Reducing inequality and promoting life chances: Review school curriculum(s) in light of Black Lives Matter/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.</p>	Autumn 2020	Medium-term	<ul style="list-style-type: none">• Camden will have a network of hubs to share good practice and to influence change in curriculum• Staff and students feel more confident to report racism with clear policies across schools.	Camden Learning in partnership with schools	New

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<p>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.</p>	May 2021	Medium and longer term	<p>Year 6-7 transition is strengthened by producing a common transfer form for all pupils, utilising the vulnerability matrix and working directly with community groups to provide clearer information about behaviour/exclusions and learning.</p>	Camden Learning in partnership with schools/ Safer Camden Network Team	BAU
<p>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, school nurses, doctors and faith leaders.</p>	Ongoing	Medium and longer term	<p>Increase in percentage of pupils attending schools due to confidence in school's safety approach – all groups above London comparators.</p>	Camden Learning in partnership with schools	New
<p>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.</p>	Ongoing	Medium and longer term	<p>All schools have included mental health and wellbeing activities in the curriculum.</p>	Camden Learning in partnership with schools	New
<p>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.</p>	July 2022	Medium and longer term	<p>Increase in the number of schools that have been trained in trauma-informed practice.</p>	Camden Council (Gill Morris)	BAU

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<p>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.</p>	Ongoing	Medium and longer term	Schools feed back that pupils' mental health needs are being supported.	Camden Council (Gill Morris)	BAU
<p>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.</p>	Ongoing	Medium and longer term	Mental health and wellbeing curriculum and provision meets the needs of Black, Asian and other ethnic minorities.	Camden Council (Gill Morris)	New focus on Black, Asian and other ethnicities.
<p>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.</p>	TBC	Medium and longer term	<ul style="list-style-type: none"> • A more diverse grouping of staff in teams • An action plan detailing how the service will respond to information collected through focus group conversations. 	Camden Council (Debbie Adams)	New
<p>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 reviews 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.</p>	TBC	Medium and longer term	<ul style="list-style-type: none"> • All staff will have had a 'career' conversation to discuss aspirations and plan their next steps • Meetings will be more 'open' and representation from a range of staff will be encouraged • Secondment/apprenticeship/shadowing opportunities will be considered in line with career conversations. 	Camden Council (Debbie Adams)	New

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<p>Early intervention and prevention: With the roll 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.</p>	TBC	Medium and longer term	<ul style="list-style-type: none"> • APPLIED recruitment tool will be used for up and coming recruitment – August 2020 • Adverts will go out via standard route and also diversityjobsite.co.uk and PENA • All interview panels are diverse. 	Camden Council (Debbie Adams)	New
<p>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.</p>	TBC	Medium and longer term	Wave Trust Trauma-informed communities work will include workforce trauma and support.	Camden Council (Debbie Adams)	New
<p>Free school meals/Pupil Premium: Cross reference school eligibility lists with schools to ensure take up of free school meals is high and respond to the increase in eligibility as a result of the economic impacts of COVID-19.</p>	Ongoing	Long-term	Monitor increased uptake of FSM from March 2020.	Camden Council (Nick Smith)	New
<p>Free school meals/Pupil Premium: Provide a mobile facility and ease of access arrangement to ensure sign up for free school meals is simplified and not stigmatised.</p>	December	Long-term	Functioning mobile-enabled signup offer.	Camden Council (Nick Smith)	New
<p>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.</p>	Ongoing	Long-term	Increase the proportion of schools taking up the diversified food offer.	Camden Council (Nick Smith)	BAU

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<p>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.</p>	TBC	Long-term	<ul style="list-style-type: none"> • Schools take up virtual career opportunities for students • Numbers of Black, Asian and other ethnic students participating in virtual career opportunities. 	Camden Learning in partnership with the Council	BAU
<p>Reducing inequality and promoting life chances: Develop a call to action to the knowledge quarter and other organisations to support tutoring of Black, Asian and other ethnic students in partnership with Inclusive Economy.</p>	TBC	Long-term	Change recognised and measured in schools' approach to tutoring/ catch up and methodology to an anti-racist curriculum.	Camden Learning in partnership with the Council	BAU
<p>Reducing inequality and promoting life chances: Using the RRF funding to continue to target disadvantaged students in Years 9, 10, 11 to improve Maths outcomes at GCSE, reducing the 19% gap.</p>	August 2021–2023	Long-term	Increase the proportion of disadvantaged students achieving a Grade 3 and 5 in Maths.	Camden Learning in partnership with the Council	New
<p>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.</p>	TBC	Medium-term	Teacher feedback demonstrates increased knowledge embedding equality, diversity and inclusion in their STEAM and careers work.	Camden Learning in partnership with schools	BAU

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Strong growth and access to jobs

Actions	Anticipated delivery date	Medium or long-term	Measures of success	Owner	Is the action new as a result of the findings of this work or is it BAU/ an improvement on BAU activities?
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 commission innovative projects.	July 2020 onwards	Medium and longer term	<ul style="list-style-type: none">Frequency of DWP sharing data to inform local investment and provisionNumber and impact of joint commissioning of projects that respond to evidence of local needDWP participation in local Employment BoardNumber of meetings with DWP leads.	Inclusive	New
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.	August 2020 onwards	Medium and longer term	<ul style="list-style-type: none">Frequency of data collection involving local partnersNumber of partners sharing data that tells the stories of residents from a range of Black, Asian and other ethnic backgroundsNumber of local partners sharing data with Camden per month/quarterFrequency of analysis and sharing of data trends with key partnersFrequency of production of case studies to highlight challenges and successesDiversity within the data collected to enable us to tell stories of experiences by residents from different Black, Asian and other ethnic backgrounds.	Inclusive	New

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<p>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. The request to DWP will include an ask for timely release of labour market data which breaks down information into the ethnic communities which have come to make up the wider Black, Asian and other ethnic community. Also enabling and influencing existing national programmes, including the Work and Health programme.</p>	<p>August 2020</p>	<p>Medium-term</p>	<ul style="list-style-type: none"> • Commitment to provision of more timely data by DWP • Frequency of regular data by DWP • Number of data sets shared. 	<p>Inclusive</p>	<p>New</p>
<p>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>	<p>August 2020 onwards</p>	<p>Medium and longer term</p>	<ul style="list-style-type: none"> • Number of joint commissioned projects • Strong and proportionate access to support by residents from Black, Asian and other ethnic backgrounds. 	<p>Inclusive</p>	<p>New</p>
<p>Ensure that we have the capacity to respond to a significant increase in unemployment.</p>	<p>July 2020 onwards</p>	<p>Medium and longer term</p>	<ul style="list-style-type: none"> • Caseloads not exceeding approximately 25 residents to ensure quality of support • Proportion of positive feedback from residents that have accessed support • Number of referrals between Camden and local partners • Speed of recruitment when additional capacity is needed • Speed of referrals to partner services. 	<p>Inclusive</p>	<p>BAU</p>

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Design a borough-wide job brokerage service to identify good work opportunities and improve recruitment practices.	September 2020 onwards	Medium and longer term	<ul style="list-style-type: none"> Numbers of residents supported into good work Proportion of people from Black, Asian and other ethnic backgrounds supported into good work Number of employers engaged by brokers. 	Inclusive	BAU
Work with the community to co-design a new approach to supporting disabled people and people with long-term health conditions into good work.	October 2020 (TBC – project needs sign-off)	Long-term	<ul style="list-style-type: none"> Number of people participating in the co-design of local job hubs Proportion of people from Black, Asian and other ethnic backgrounds participating in the co-design of job hubs. 	Inclusive	BAU
Scale 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.	September 2020 onwards	Medium and longer term	<ul style="list-style-type: none"> Number of people participating in the co-design of local job hubs Proportion of people from Black, Asian and other ethnic backgrounds participating in the co-design of job hubs Proportion of participants that feel their involvement affects change Number of local VCS partners involved in the co-design of local job hubs. 	Inclusive	BAU
Strengthen links with the Camden Advice Network (CAN) to ensure that residents can address income and employment advice simultaneously. Connecting services and identifying unmet need.	August 2020 onwards	Medium and longer term	<ul style="list-style-type: none"> Strong referral routes between employment services and CAN partners Number of residents referred to support with CAN partners Number of residents referred to employment support from CAN partners. 	Inclusive	BAU

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We will work with our Employment and 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.	July 2020 onwards	Medium and longer term	<ul style="list-style-type: none">• Number of training sessions provided• Number of resources and materials shared with local partners• Increased number of local partners that are specialists in supporting Black, Asian and other ethnic communities involved in our ESN and neighbourhood approach.	Inclusive	New
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).	Jul-21	Long-term	Proportion of VWEX participants from Black, Asian and other ethnic backgrounds.	Inclusive	BAU

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We will strengthen existing employment services by: <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 Partnership to ensure that residents can address income and employment advice simultaneously, including by integrating benefits advice within our job hubs. 	September 2020 onwards	Medium and longer term	<ul style="list-style-type: none"> • Number of referrals to and from JCP • Number and frequency of DWP staff working within Neighbourhoods • Number of referrals to and from Camden ACL • Proportion of residents accessing our job hubs that are offered in-work support. 	Inclusive	BAU
Work on creating calls to action for our Camden Business Partners to address inequalities.	August 2020 onwards	Medium and longer term	Development of calls to action.	Inclusive	New

Building equal foundations: Medium to long-term action plan

<p>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.	August 2020 onwards	Medium and longer term	<ul style="list-style-type: none">• Development of proposals• Implementation of selected approach.	Inclusive	New
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.	August 2020 onwards	Medium and longer term	Number of proposals that seek to address Black, Asian and other ethnic disproportionality.	Inclusive	New

Building equal foundations: Medium to long-term action plan

A strong and diverse voluntary sector

Actions	Anticipated delivery date	Medium or long-term	Measure of success	Owner	Is the action new as a result of the findings of this work or is it BAU/ an improvement on BAU activities?
Encourage and support 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.	Ongoing	Medium-term	<ul style="list-style-type: none">Number of Black, Asian and other ethnic organisations allocated funding via Council, and amount of funding awarded to Black, Asian and other ethnic organisationsAnalysis of funds already awarded.	Community	BAU
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'.	Funds allocated by end March 2021, reporting by May 2022	Medium-term	Evaluation of fund and feedback on partnerships and partnership development.	Community	BAU
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	Medium-term	Number of new connections and/ or partnerships.	Community	BAU

Building equal foundations: Medium to long-term action plan

<p>Encourage 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.</p>	Ongoing	Medium-term	<ul style="list-style-type: none"> • Agreed forward plan based on discussions • Number of organisations participating in VCS Forum • Number of sessions convened. 	Community	New
<p>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 communities.</p>	Ongoing	Medium-term	<ul style="list-style-type: none"> • Refresh of communications toolkit • Feedback from comms working group on active use of toolkit and feedback on effectiveness of messaging. 	Community	New
<p>Embed 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 both a strategic and neighbourhood level that has emerged since the pandemic.</p>	TBA with VCS partners	Long-term	<p>Measures of success and timeframe to be agreed with VCS partners - this is an aspiration, don't have a baseline.</p>	Community	New
<p>Ensure representatives from Black, Asian and other ethnic communities are able to influence strategic decisions at both a neighbourhood and borough level.</p>	Ongoing	Long-term	<ul style="list-style-type: none"> • Creating opportunities through strategic forums/ meetings/ engagement • Decision making harder to measure and needs to be defined by whoever is measuring strategic work. 	Community	New

Building equal foundations: Medium to long-term action plan

<p>Support 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.</p>	Ongoing	Long-term	<ul style="list-style-type: none"> • VCS partners are convened at least quarterly and emerging or changing issues are captured • Feedback from participants Increase in number of funding applications submitted. 	Community	BAU
<p>Fundraising support and promotion:</p> <ul style="list-style-type: none"> - 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. 	Ongoing	Long-term	<ul style="list-style-type: none"> • Increase in Black, Asian and other ethnic organisations/ organisations working with Black, Asian and other ethnic communities securing funds both from the Council and external funders • Number of Council employees volunteer to support organisations with funding bids. 	Community	BAU
<p>Monitor and report on existing programmes to include impact on Black, Asian and other ethnic communities, as part of wider equalities monitoring and reporting.</p>	Ongoing	Long-term	<p>Increased understanding of impact and outcomes of funding on Black, Asian and other ethnic communities</p>	Community	BAU

Building equal foundations: Medium to long-term action plan

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.	Ongoing	Long-term	Number of organisations registered with Supply Change (main actions for this need to sit with procurement and service areas).	Community	BAU
Work with the VCS to make visible, and to advocate for, what is required to enable system and structural change.	Ongoing	Long-term	Black, Asian and other ethnic VCS organisations are and feel involved in the process - feedback from Black, Asian and other ethnic organisations.	Community	New

Building equal foundations: Medium to long-term action plan

Safe homes

Actions	Anticipated delivery date	Medium or long-term	Measures of success	Owner	Is the action new as a result of the findings of this work or is it BAU/ an improvement on BAU activities?
Explore the Community Investment Programme's approach to procurement and work with more inclusive/representative contractors and create a framework for this.	<ol style="list-style-type: none">1. Survey in September. Results analysed in October.2. Measures with targets for improved diversity agreed by November and implemented on procurement exercises from December onwards.	Medium-term	<ol style="list-style-type: none">1. Undertake survey of current suppliers to establish baseline around Black, Asian and other ethnic control/ownership, staff/board representation and tracking of diversity in their supply chain2. Establish measures to increase diversity through our supply chain against the baseline with targets to monitor progress. Measures could include:<ul style="list-style-type: none">- Pre-market engagement with potential bidders to establish any potential lack of diversity and jointly identify ways to improve	Development	New

Building equal foundations: Medium to long-term action plan

			<ul style="list-style-type: none">- Capacity building support to smaller/medium size businesses from some of our larger suppliers (via time donated through the social value framework)- A pre-qualified dynamic list of Black, Asian and other ethnic suppliers in areas where we regularly tender for works- Flow down clauses in contracts to encourage Black, Asian and other ethnic spend monitoring and reporting by our large contractors.	
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Building equal foundations: Medium to long-term action plan

<p>Take further steps towards wider resident engagement drawing on the learning from having engaged in less traditional ways during lockdown; 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.</p>	<ol style="list-style-type: none">1. July/August2. September3. October onwards	<p>Medium and longer term</p>	<ol style="list-style-type: none">1. Review experience of previous resident engagement including that undertaken during lockdown.2. Develop best practice guide to engagement (although engagement will need to respond to local circumstances). This might include:<ul style="list-style-type: none">– Use of online meetings to increase attendance– Building on experience of supporting engagement in other languages– Other ways to involve hard to reach groups.3. Adopt best practice approach and develop stretch targets to measure and improve diversity of engagement (e.g. targets to ensure diversity of resident steering groups and construction management working groups).	<p>Development</p>	<p>New</p>
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Building equal foundations: Medium to long-term action plan

Develop approach to working with young adults living in overcrowded households to identify options for alternative homes.	TBC	Long-term	TBC	Housing Needs	New
Work on getting more data on ethnicity in regard to rehousing needs and incorporate this into a dashboard.	November 2020 (requires recruitment)	Medium-term	Dashboard being used routinely in assessments of performance of the housing allocations scheme.	Housing Needs	Improvement on BAU
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).	October	Medium and longer term	<p>1. Feedback suggests knowledge is more widespread</p> <p>2. More older under-occupiers are downsizing.</p>	Housing Needs	Improvement on BAU
Work on clearer communications on health points within the housing allocations policy by working with community leaders and VCS organisations to ensure information is relayed accurately to Black, Asian or other ethnic communities.	October	Medium and longer term	Feedback suggests understanding has improved.	Housing Needs	Improvement on BAU
Explore possibilities attached to our new neighbourhood allocations officer roles, exploring, in particular, scope for enhanced housing options advice for individuals in overcrowded households.	These new roles are embedded in Landlord Services now. We will review the new arrangements periodically as they develop, starting in early 2021.	Medium and longer term	Successful roles working alongside Housing Needs and neighbourhood housing teams to make a positive contribution.	Landlord Services	New

Building equal foundations: Medium to long-term action plan

Be proactive in promoting mutual exchange and downsizing and take steps to ensure that family members who inherit a council home are expected to downsize in a timely way.	Our timetable will develop in the months ahead as we move further away from lockdown and people begin to feel more comfortable about moving home.	Medium-term	Steps taken to raise awareness among residents and staff of downsizing and exchange as positive options that can benefit individuals as well as the community.	Landlord Services	BAU
Create 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.	A small number of empty homes have already been furnished for emergency use and we will continue to develop this.	Medium and longer term	A plan in place that both allows the Council to act quickly when we need to, whilst not keeping homes needlessly empty, that could be let to people in housing need.	Landlord Services	New
Raise awareness around space saving measures around the home and consider identifying a funding source for this.	We have started to develop our project. It will link to our plans for family friendlier places.	Medium and longer term	Our toolkit about ways to save space and mitigate the impact of overcrowding has been promoted and is visible.	Landlord Services	New
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.	The Council's Landlord Services reacted quickly to lockdown to step up activity to contact tenants who might need help. This work is continuing.	Medium and longer term	All tenants who need to are able to easily access good quality support with money, training and work.	Landlord Services	BAU
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.	We will continue to develop these relationships as we move beyond our current focus on how services are adapting to the challenges of COVID-19.	Medium and longer term	Resources in place that help our housing teams understand VCS agencies in their neighbourhoods, and help those agencies understand and link with housing services.	Landlord Services	BAU

Building equal foundations: Medium to long-term action plan

A happy and healthy workforce

Actions	Anticipated delivery date	Medium or long-term	Measures of success	Owner	Is the action new as a result of the findings of this work or is it BAU/an improvement on BAU activities?
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).	Completed by January 2021	Medium-term	<ul style="list-style-type: none">Within six months all our workforce have updated their equality informationThrough staff surveys and feedback colleagues tell us they feel safe doing this.	Organisational Development	BAU
Use Pulse Survey (quick, focused staff surveys) information and focus group insight to understand our workforce's concerns and ensure they are addressed.	Eight focus groups completed to date, and Pulse Surveys completed	Medium-term	<ul style="list-style-type: none">All Black, Asian and other ethnic staff are able to complete the survey and feel safe to participateWorkforce Inclusion Group holds us to account on actions.	Organisational Development	New

Building equal foundations: Medium to long-term action plan

<p>Workforce continue to be reassured through clear communications about what we are doing to keep people as safe as possible and encouraged to share any concerns.</p>	<p>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.</p>	<p>Medium and longer term</p>	<p>More than 79% of our Black, Asian and other ethnic colleagues feel we are able to keep them as safe as possible. This number comes from the previous Pulse Survey</p>	<p>Organisational Development</p>	<p>BAU</p>
<p>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, Cllr Hai and Cllr Gould.</p>	<p>Actions are already being implemented. We will be reviewing progress through the Workforce Inclusion Group and Camden Black Workers Group on a regular basis. We will review the action plan on a quarterly basis to assess if actions are still appropriate and what other actions may need to be included.</p>	<p>Medium and longer term</p>	<ul style="list-style-type: none"> Increased levels of progression for Black, Asian and other ethnic staff Through staff surveys Black, Asian and other ethnic staff report greater levels of safety. 	<p>Organisational Development</p>	<p>New</p>
<p>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.</p>	<p>Risk assessments are already being conducted and will be ongoing throughout the pandemic.</p>	<p>Medium and longer term</p>	<p>Risk assessment to be completed for all Black, Asian and other ethnic colleagues needing to return to a workplace, office or operate outside of the home environment.</p>	<p>Organisational Development</p>	<p>New</p>

Building equal foundations: Medium to long-term action plan

Continue to ensure effective PPE equipment is available for all staff who need it.	Ongoing	Medium and longer term	<ul style="list-style-type: none"> All members of staff who require PPE have access to it Maintenance of sufficient levels of PPE stock. 	Organisational Development	BAU
Conduct equality impact assessments on all decisions for workforce, including those who are re-entering our workplaces/offices.	Ongoing	Medium and longer term	<ul style="list-style-type: none"> No disproportionate impact on Black, Asian and other ethnic colleagues Mitigations to keep people as safe as possible are identified and implemented as necessary. 	Organisational Development	BAU
Continue to ensure safe planning for any second peak of COVID-19. We are reviewing our approach taken at the outset and will be placing more emphasis on support for colleagues who are most vulnerable.	Ongoing	Medium and longer term	Protect as many lives as possible.	Organisational Development	New
Keep monitoring sickness data to inform approach.	Ongoing	Medium and longer term	We maintain no disproportionate impact of COVID-19 on our Black, Asian and other ethnic workforce.	Organisational Development	BAU

