

# London Innovation and Improvement Alliance Summit- Workshop on disproportionality and anti-racist practice

Embedding an anti-racist culture and mindset in an organisation - a work in progress

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Jasmine and Aaron, two of our management trainees

# Builds on ongoing focused work since 2018 on:

## **Genesis of work is tackling inequalities work**

- Important to understand the **moral imperative** - the reality that structures and systems do not work for all
- A leadership that reflects the diversity of the population, that brings lived experience and inclusive thinking brings a different mindset, a different way of framing and forming solutions

## **Promoting workforce diversity - people from all backgrounds should be represented at all levels**

- Intensive period of learning, listening and co-producing solutions with hundreds of staff
- Now embedding solutions across the employee journey and into workforce / divisional plans
- Some areas putting more dedicated resource into their divisions (Children's - diversity lead)

## **Promoting an inclusive leadership culture - so that everyone thinks and leads more inclusively**

- Based on building a network of champions who lead conversations (training, videos, talks), help design solutions (e.g. diversifying contractor base, divisional workforce plans) and provide diverse perspectives (e.g. to recruitment processes) - corporately and locally
- Also parallel programme of work in schools

# Builds on ongoing focused work since 2018



Our first cohort of inclusive leadership champions recruited, trained and engaged in 2019- we are now recruiting to expand this network

# The work since 2018- the detail

- Creation of an Inclusion Champions programme with staff who would champion values of diversity, equality and inclusion, through delivering training and working with directorates to develop anti-racism plans.
- Development of in-house training modules on inclusive leadership, cultural humility and tackling institutional racism. These management courses aim to encourage greater self-awareness about inter-personal biases and preferences, so as to better understand our own culture and how this impacts our outlook and the decisions we take.
- Director led focus groups with staff from culturally and ethnically diverse backgrounds, helped us understand the way management behaviours, policies and procedures impact the wellbeing and career progression of staff and informed our current plan of action.
- Short 'think inclusive' video recordings created and shared with the workforce featuring conversations on microaggressions, challenging prejudices, intersectionality and the dynamics of power and privilege.
- Currently developing a single management standard, with an inclusive management toolkit to encourage best practice and consistency in supporting staff career progression. This toolkit will nudge managers to embed inclusive practice in everything they do to manage staff and deliver services.
- Improving our workforce data so that data is nuanced, meaningful and informs what target action might be further required.

## **Future plans in the pipeline:**

Equalities coaching and reverse mentoring programme

Directorate level data dashboards to track progress and ensure accountability

Launching a leadership programme for senior managers to equip managers with strategies to more confidently engage those outside the organisation, and encourage inclusive procurement practices that will hopefully benefit the wider economy.

Developing a shared approach to inclusive leadership with other system leaders across the borough

# Accelerating work on anti-racism

In June 2020, we issued a clear statement setting out our commitment to anti racism and therefore to tackling structural racial inequality and systemic racism and embedded this in our corporate plan, refreshed in the light of the pandemic.

Being anti racist **does not stop at tackling conscious hatred, like racial abuse.**

The **most damaging aspects of inequality and racism are far more embedded in society and being anti racist takes a lot of work**, to see the ways that inequalities and racism are embedded in society.



Removal of Cassland Gardens sign as part of [Review, Rename, Reclaim](#)

# Anti-racism action plan

This is not the time for more reviews **but for action, working with communities that best understand communities and best understand the institutional changes needed.** We will now build on the work we are already progressing in the community and in the workforce, but we also need to keep listening and evolving our response.

## **Actions are cross cutting:**

Institutional change and asset based approaches-  
e.g. curriculum

Community engagement and community relations  
e.g. naming review

Culture and leadership- embedded across partners  
e.g. anti-racist training, anti-racist ways of leading in the inclusive managers toolkit

Accountability e.g. Accountability board

Influence: e.g. campaigning on windrush scandal



Deputy Mayor Cllr Bramble talking to Hackney student

## Embedding an anti-racist culture and mindset

### **Remain grounded in a strong understanding of systemic and structural racism**

So mindsets that focus on deficits in communities, access, treating everyone the same mindsets won't cut it

### **Making the case, owning the issues**

Intelligence driven forensic approach - leaves less room for endless debates

Getting away from the "one thing" way of thinking and engage with complexity

Ensure there is committed, authentic leadership - officer and political adopting and owning sustained solutions

Embed into HR policy and process and management culture

### **Involvement**

Make this a movement as well as a managed process

Provide a platform for people to speak out- room for shaping and disruption

### **Be specific**

Understand the specific issues in your area

Don't lump all equality groups in together - Black Lives Matter requires a focus on anti-blackness