

# London Local Government -Tackling Racial Inequality Programme

This is a pan-London programme established to drive collaborative activity across local government in tackling racial inequality. The work is led by the Tackling Racial Inequality sub group of CELC (Chief Executive Leadership Committee). Three strands:

## Demonstrating Leadership

Encouraging boroughs to demonstrate visible leadership on this agenda, both within authorities, but also across partnerships and our 'places'.

- Developing tools and guidance to support borough activity and develop solutions to significant regional challenges.
- Developing an assurance and accountability approach for local government on this agenda.
- Working with the London Recovery Programme to ensure tackling racial inequality is at the heart of activity.

## Our role as large employers

Accelerating action to ensure and support boroughs in developing inclusive workforces - promoting diversity, becoming more culturally aware and supporting staff development.

- Improving the use and accessibility of ethnicity data to create more inclusive and representative local government workforces.
- Reviewing and refreshing the London Leadership Programme to help develop Black, Asian, ethnic minority groups' talent.

## Challenging and improving practice across services

Sharing and building upon examples of good practices at borough, sub-regional and regional levels to actively tackle racial inequality. Promoting learning and replicating activity at a pan-London level.

- Creating a repository of good practice that will be shared across London local government.
- Reviewing London local government service areas, at a regional level, to understand existing practices, disproportionate impact and drive additional targeted activity.

# Demonstrating Leadership

Ensuring boroughs demonstrate visible leadership on this agenda, both within authorities, but also across partnerships and our 'places'. We can be pivotal in helping drive real change and leading by example for our communities and across the public sector.

Immediate and short term activity			
Action	Owner(s)	Status	Next steps
Chief Executive London Committee (CELC) Statement	CELC (London Councils)	London Leaders' Statement approved and circulated. CELC statement to follow. Work collating data and insights from boroughs to identify challenges, opportunities and priorities is ongoing (including workforce, recruitment, service activity data). This will inform CELC statement.	Once additional insights and evidence has been collected CELC TRI sub group, with support from LC, will develop a draft statement on behalf of the wider CELC. Need to improve visibility of Tackling Racial Inequality Programme on London Councils website.
Appointing borough leads and support from sub regional groups	Boroughs and sub regional groups	Borough ask; nominations for three staff working groups; DLWG, LEWG, BPWG. Encourage sub regional working groups to each steer key pieces of work.	Chair of TRI CELC to contact boroughs directly to secure lead and core named officers.
Developing a Tackling Racial Inequality Standard	Demonstrating L'ship working group	Building on TRIG initial work, establish a dedicated Demonstrating Leadership working group to develop an initial draft and engagement exercises with a wide group of local government officers.	Engagement with wider group of local government stakeholders to be developed in order to inform draft. Early draft reviewed at CELC Race sub-group.
Medium and long term activity			
Action	Owner(s)	Status	Next steps
Developing transparency, assurance and accountability e.g. self assessments e.g. Race at work; LGA; Runnymede reviews	BPWG	Survey of boroughs' external validation schemes and plans.  Develop CELC thematic service area overview report/action plans to set out activity to tackle racial inequality.	Meeting with CELC thematic leads to further develop action plans.

# Our role as large employers

Accelerating action to ensure and support boroughs in developing inclusive workforces - promoting diversity, becoming more culturally aware and supporting staff development. Building on the initiatives developed by Boroughs that work well and playing a support role in helping to unblock existing barriers (e.g. around recruitment) and sharing good practice.

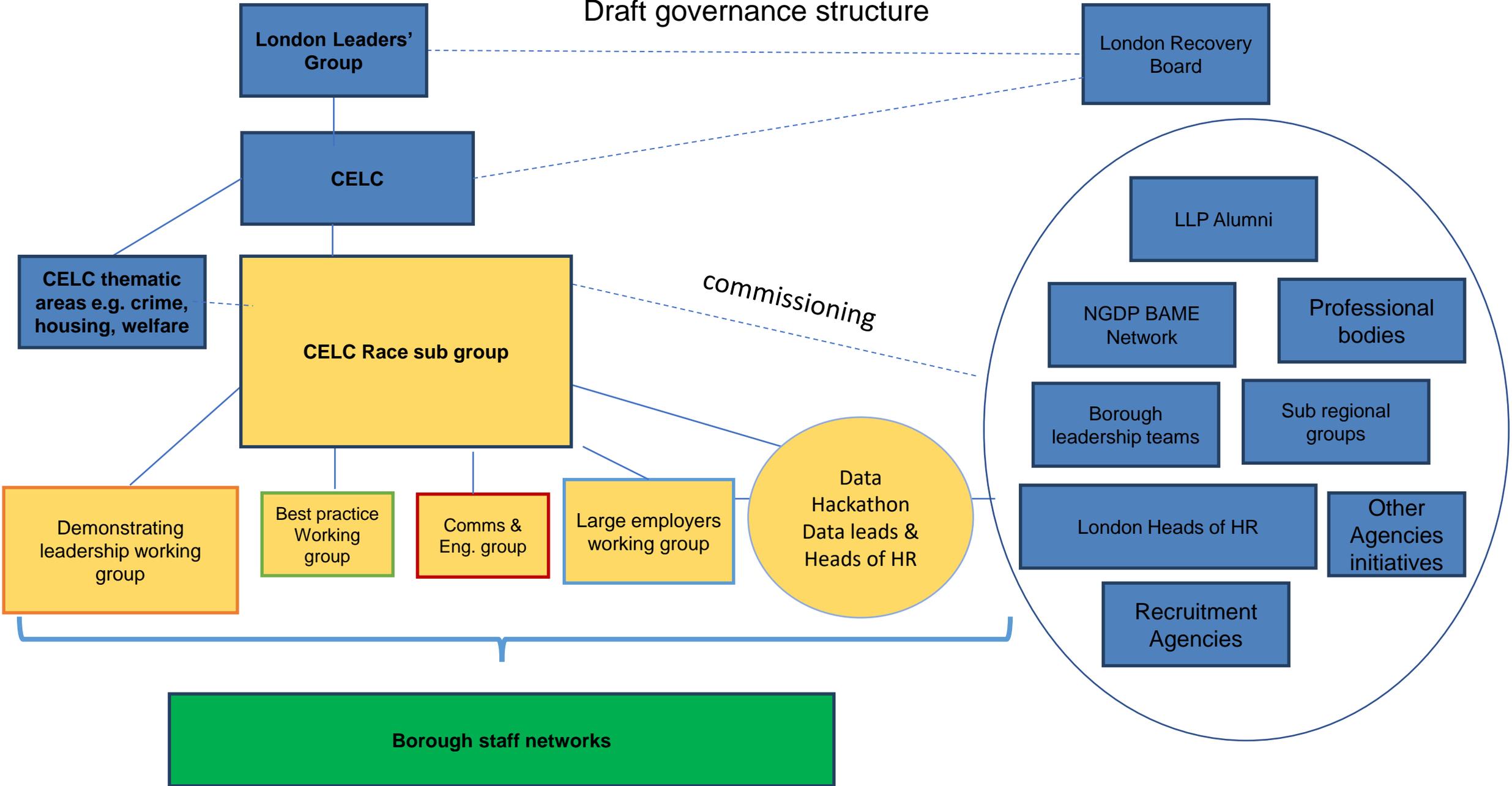
Immediate and short term activity			
Action	Owner(s)	Status	Next steps
Collection and publication of borough workforce data in order to specify ethnicity profile across London	Heads of HR, Boroughs	There is a lack of consistency across boroughs around the collection and presentation of workforce data. Heads of HR are conducting an exercise to establish more consistency and encourage increased transparency of workforce data publication.	Collate data and establish next steps around: transparency, publication, presentation and benchmarking – to be reviewed by LEWG and TRI CELC fully sighted on raw data
Pan London work to better understand representation inc. across grades	Heads of HR/Large Employers working group	1. A survey has been sent to all HR leads to understand the representation of certain ethnic groups by pay grade. Findings to follow. 2. Understanding diversity in senior manager recruiter assisted appointments – recruitment agencies are asked for a diverse list of candidates but when a recruitment agency conducted survey with 100 senior LA representatives – 96 said it didn't matter if the recruitment firm were diverse.	1. London Councils collecting data from boroughs and waiting for 4 more responses. When all responses are received data will be analysed and shared with CELC Race sub group. 2. Analyse findings from the recruitment agency survey to understand local authority perspectives and next steps. Focusing on improving our understanding of successful and unsuccessful applicants at each stage.
Review of London Leadership Programme (LLP)	LLP Board	LLP Board is reviewing the programme to ensure it best supports the development of aspiring BAME staff. This includes additional coaching opportunity for BAME participants.	New contract about to be awarded through competitive tender.
Developing mentoring and support groups	Sub regional groups	Appetite for cross borough initiatives tested by sub regional groups? E.g. building on solo borough initiatives; Mentoring at Lewisham, reverse mentoring at Brent and at Camden; can WLA develop a Reverse Mentoring prototype	To collect and share best practice, also need to understand the picture across boroughs.
Medium and long term activity			
Action	Owner(s)	Status	Next steps
Development of mandatory training culture - staff, managers and councillors	Large Employers working group	Creating a shared resource pool for unconscious bias or cultural competency training and other race equality across London local government and embedding this as mandatory across boroughs.	Collate best practice, and hear from focus groups
Review of recruitment practices e.g. blind recruitment, diverse panels	Heads of HR/Large Employers working group, Boroughs	Known examples at this stage include: Pool of managers; 'Black on Board'; Brent hiring for attitude (front line staff); Westminster diverse recruitment panels and positive action	Need to collect and examine existing practice and discuss what could be shared or possibly replicated elsewhere or at a regional level.
Local working and support groups	Boroughs	There borough led groups establishing action appropriate to their localities/organisations	Explore a regional role in supporting these

# Challenging and improve practice across services

Sharing and building upon examples of good practices at borough, sub-regional and regional levels to actively tackle racial inequality. There are many positive examples of how boroughs are actively tackling racial inequality. However, local government can do more to share these examples to develop learning and understand what could be replicated elsewhere or at different levels (e.g. sub-regional or pan-London).

Immediate and short term activity			
Action	Owner(s)	Status	Next steps
Thematic reviews by CELC Lead Advisors	CELC TRI sub group	Initial survey undertaken in July and has been presented at both the CELC TRI and CELC	Determine how to develop service area reviews and support these areas with future activity or initiatives.
Creating central resource pool	London Councils/sub regional groups	Initial pool has been established by London Councils on SharePoint which has limited access	Publicise site/location Broaden resource pool, inviting other boroughs to contribute (submissions from Camden, Brent and Lewisham received). Agree categorisation and prioritisation by themes.  To develop public, online repository for practice.
Establish networks and directory	Best Practice working group	Develop boroughs questionnaire	Survey boroughs to help publicise and support staff networks
Deliver Comms plan	Best Practice working group	Draft communications plan to be finalised	Produce newsletter/comms – 1 <sup>st</sup> edition
Medium and long term activity			
Action	Owner(s)	Status	Next steps
Improving commissioning and procurement, social value good practices	Best Practice working group/Sub regional group	Work has only recently been initiated – status and next steps to follow	

# Draft governance structure



# Before - Work programme by theme

## Demonstrating leadership

- 1 Identifying a CELC Lead
- 2 Appointing borough leads
- 3 Commitment Statements (Leaders, LC)
- 4 CELC Statement
- 5 Audit of external validation (both race equality and wider inclusion)
- 6 Runnymede Trust
- 7 LGA Equalities Self Assessment
- 8 Approach to assurance/accountability e.g. peer reviews
- 9 Tackling Racial Inequality Standard
- 10 BAME streams and specific targets/aims in CELC streams e.g. crime, health and social care
- 11 Including BAME equality objectives in Covid recovery planning
- 12 Working with community sector
- 13 Celebrating Black History Month
- 14 Review of statues, road and building names etc

## Large employer

- 1 Collection and publication of borough data
- 2 Pan London work to better understand representation inc. across grades
- 3 (Mandatory) training - staff, managers and councillors
- 4 Recruitment practices e.g. blind recruitment, diverse panels
- 5 Leadership programmes
- 6 Mentoring and support groups
- 7 Local working and support groups
- 8 Review of internal and external websites/comms

## Best practice

- 1 Creating central resource pool
- 2 Improving commissioning and procurement practices
- 3 Social value
- 4 Co-production
- 5 Thematic reviews by CELC Lead Advisors

# After - Tackling Race Inequality – Programme on a Page

Demonstrating leadership theme	
1 Formalise governance arrangements between working groups	Chair and CELC
2 Engage more boroughs/officers	Boroughs, sub regional
3 Commitment Statements	Demonstrating Leadership working group (DL)
4 CELC Statement	DL
5 Audit of external validation (both race equality and wider inclusion)	DL
6 Runnymede Trust	Boroughs (shared resources)
7 LGA Equalities Self Assessment	Boroughs (shared resources)
8 Approach to assurance/accountability e.g. peer reviews	DL
9 Tackling Racial Inequality Standard	DL
10 BAME streams and specific targets/aims in CELC streams e.g. crime, health and social care	CELC thematic groups
11 Including BAME equality objectives in Covid recovery planning	CELC thematic groups

LAs Large employer theme	
1 Collection, analysis and publication of borough data	Heads of HR/HR Metrics
2 Pan London work to better understand representation	Heads of HR
3 (Mandatory) training - staff, managers and councillors	Large Employer Working Group
4 Recruitment practices e.g. Anonymous recruitment, diverse panels, recruitment organisations pushed for more diverse applicants.	LLP (fresh thinking from alumni) & Heads of HR
5 Leadership programmes	LLP
6 Mentoring and support groups	Sub-regional groups; Heads of HR
7 Local working and support groups	Boroughs (shared resources)
8 Review of internal and external websites/comms	Boroughs (shared resources)

Developing Best practice theme	
1 Creating central resource pool	Best Practice Working Group
2 Improving commissioning, procurement & social value practices	Sub-regional groups
3 Thematic reviews by CELC Lead Advisors	CELC thematic groups
4 Communications	BP
5 Celebrating Black History Month	Boroughs (shared resource)
6 New areas of pipeline	All

Group	Role
Programme working groups x3	Oversight of 'strands' and implementation
CELC thematic groups	Strategic (generic) oversight of service area activity
Heads of HR and LLP Board	Professional leadership
Sub-regional groups and Boroughs	Piloting; delivery; implementation

## RAG Ratings

Green	Pan-London activity well underway
Yellow	Borough/some examples but not embedded/consistent across London
Red	No activity initiated

# Call for borough staff nominees – role specifications

- Nominees needed to make sustainable change happen. Here's a flavour of the kind of activity nominees would be involved in and the type of skills or expertise the groups will benefit from. But what is most important is the energy and a level of commitment to contribute to this exciting work. Please submit nominations from your organisations to [Tom.Pickup@londoncouncils.gov.uk](mailto:Tom.Pickup@londoncouncils.gov.uk)

## Demonstrating Leadership

Encouraging boroughs to demonstrate visible leadership on this agenda, both within authorities, but also across partnerships and our 'places'.

This sub-groups activity may appeal to those who can offer a strategic mindset or perspective around transforming the way local government operates. What this might involve:

- Developing organisational commitment statements
- Developing a Chief Executives London Committee statement
- Developing an approach to assurance and accountability
- Delivering the Tackling Racial Inequality Standard

## Our role as large employers

Accelerating action to ensure and support boroughs in developing inclusive workforces - promoting diversity, becoming more culturally aware and supporting staff development.

This sub-groups activity may appeal to those who can offer HR or Equalities, Diversity and Inclusion expertise. It may also benefit to be in a position to resource or pilot practice and new ideas in your borough. What this might involve:

- Pan-London work to better understand staff representation
- Reviewing recruitment practices
- Reviewing leadership programme

### Data hackathon

This task & finish group may appeal to people with expertise in using and improving the way we collect data.

## Challenging and improving practice across services

This sub-groups activity may appeal to those are able to facilitate the sharing of practice to improve local government activity. What this might involve:

- Creating a central resource pool and learning lab

## Comms & Engagement

This sub-groups activity may appeal to those can offer communications expertise , including the organisations of events or other engagement, What this might involve:

- Leading communications
- Supporting to deliver a pan-London communications plan