So What?

TACKLING RACIAL INEQUALITY
Working Group

LONDON COUNCILS

Foreword

Welcome to first report back from the London local government Tackling Racial Inequality programme. Following a year and a half of building capacity and progression to move this agenda forward, this report tells you what we said we'd do, what we've done and what's next.

In recent history, too often have we waited for global tragedy to encourage us to act meaningfully and at scale to tackle racial injustice. It should not take the musrder of George Floyd for us to see the disproportionate impact of Covid on our Black, Asian and Minority Ethnic communities, friends and colleagues in order to act and make a change. It is not good enough to remain reactive – now is the time to be proactive and deliberate; now is the opportunity to put race equality at the top of the agenda and keep it there.

This is what the Tackling Racial Inequality programme is about. We want to embed race equality in all we do as a sector, to ensure that London is fairer for everyone and that we can provide the best possible services for our communities by having inclusive workforces, being culturally aware, being leaders in our places and partnerships and learning from each other and from what works well. We want everyone to be proactive on race equality and the programme is a way to facilitate that collaboration, enable those conversations and make a difference for London.

The programme has been up and running for a year and a half and in many ways it feels like we are just getting started. The reality is that London local government, as a whole and as individual boroughs, is on a journey – there is much we must develop and achieve, individually, collectively and for our communities. As a programme we have expanded from having a series of discussions about our role and purpose as a sector on race equality, to consolidating a structure with around 200 volunteers that actively links in with a broader movement of networks and groups. We have a foundation in place that makes us well positioned to make a meaningful impact.

We want to share with you how far we have come to demonstrate the appetite from colleagues across boroughs to be part of a movement of change, to provide an understanding of where we are making progress and where we are seeking to make an impact but also as a call to action to others to get involved, take part and collaborate with us.

So far, we have been intentionally inward-looking, recognising that there is plenty to do as a sector and in our organisations, particularly as large employers. However, to make a real impact at a regional level, we want to start working increasingly with our regional partners to understand what we can do collectively and at scale.

The next year is about building on our achievements to date and start to see change in a range of different ways – there is so much more we must do and that we can achieve. Let's keep working together and expand our partnerships to see if we can make 2022 a year of real impact and show visible change on race equality.

Kind Regards

Kim Smith
Chief Executive, Hammersmith & Fulham Chair, London
local government Tackling Racial Inequality Programme

Introduction

Over the last few years, we have seen several significant events that have brought the need and urgency to address racial injustice to the fore. The murder of George Floyd, the resurgence of the Black Lives Matter movement and the disproportionate impact of Covid on Black, Asian and Ethnic Minority communities have each highlighted the racial disparities that continue to exist in our society. These events presented an important opportunity for London local government – in addition to other sectors, organisations, communities and individuals – to reflect and determine our role, as a sector, to tackle racial injustice and ensure the urgency for race equality remains at the top of the agenda.

Addressing racial inequality is not new to London local government – there are already many excellent examples across the capital of work and initiatives to support Black, Asian and Ethnic Minority communities. However, there is a space for greater regional action, activity and collaboration. The Tackling Racial Inequality programme has been established to fill that gap and to ensure race equality is central to all we do and deliver as local authorities. To achieve this, the programme is set up to deliver two overarching priorities:

1. **Support the work that individual boroughs are undertaking that responds to the needs within their communities and organisations.**

2. **Work beyond our statutory duties to develop regional activity and action, where appropriate.**

We have established three themes to deliver these priorities and help drive regional activity, while adding the most value to boroughs. These themes are supported by our ambitious work programme which is being delivered by five working groups (see Annex A for more detail):

Demonstrating Leadership

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

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.

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."

Since establishing the programme our focus has been on consolidating the structure and creating a strong foundation for London-wide action, collaboration and delivery. Our success in consolidating this structure, which will be explored in the next section, now places the programme in a strong position to maintain momentum and drive the next phase of activity, which is to deliver the work programme and make a tangible impact for London and our communities.

Tom Pickup

Race Equality Lead, London Councils.
Programme Manager of the Tackling
Racial Inequality Programme

Our achievements

Building capacity

- 5 working groups
- 200 volunteers
- London local govt movement

Sharing practice and knowledge

- Good practice repository
- Knowledge Hub
- London local government Race Equality LinkedIn forum

Race Matters

- 4 newsletters
- Range of contributors and content
- Growing readership

Data

- Ethnicity and pay exercise

What's been achieved

The programme's focus over the last year and a half has been to build a foundation that can allow us to deliver an impact for London. This section will explore how we built this foundation and share the progress and achievements that we have made in both supporting borough and regional activity.

Building capacity: Expanding the programme and building a London local government movement on race equality

The programme was first initiated and established by the Chief Executives of London Committee

Tackling Racial Inequality working group, with the support of a small group of borough officers. The vision behind this was to design and establish an all-encompassing programme that harnessed and utilised the drive, knowledge and expertise of borough officers – at all levels. It also aimed to enable and empower officers to contribute to the development and delivery of regional action. To facilitate this, the programme has been structured around five working groups that enable colleagues to contribute to areas of work – whether it be linked to their interests, skills or expertise – that are crucial to tackling racial inequality.

Best practice	Comms & Eng.	Demonstrating leadership
Sponsors: Andrew Travers & Andrew BlakeHerbert Chair: Serena Simon (Westminster)	Sponsor: Jenny Rowlands Co-Chairs: Anna Wright (Camden) and Ben Vaughan (Havering)	Sponsors: Stuart Love & Kim Smith Chair: Juliet Amoa (Lambeth)

Large employers
Sponsors: Kim Wright & Althea Loderick
Co-Chairs: Tracey Connage (Harrow)
and Amanda Harcus (Tower Hamlets)

Data Task Group
Sponsor: Kim Smith
Chair: Paul Aladenika (Lewisham)

The **five working groups are populated by around 200 volunteers** that span across and comprise of

officers from every borough, coming from different levels of seniority within their organisations and possessing a range of different skills and expertise. Our ambition is to continue growing this.

The programme's expansion is a testament to the appetite and motivation of colleagues across the London local government workforce to make an impact on addressing racial injustice. The contributions from volunteers have been invaluable, without them we would not have been able to achieve what it has to date, nor will we be able to deliver the programme's ambitions for the next year. Additionally, the Chairs of the working groups and task group leads, as listed above and in Annex B, have been vital in driving those contributions through their leadership, passion and dedication.

Beyond the immediate programme and its contributors, we would also like to recognise the work and progress of other vital networks and groups that feature as part of the broader London local government movement on race equality. Examples of activity lead by these networks and groups include:

- **Chief Executives of London Committee (CELC) thematic area**s
  These areas of work, such as Crime & Policing, Housing & Growth and Environment, are led by groups of borough Chief Executives, operating at a regional level. The activity within these themes also plays an important role in addressing racial inequality within London, for instance the work within the Crime & Policing theme to tackle ethnic disproportionality in the criminal justice system.

- **Borough staff networks**
  These are networks within local authorities that have a central role in driving and supporting change and improvement within their organisations and local areas. Most, if not every borough has a form of race equality focused staff group or network.

- **London borough professional networks**
  London local government has a host of professional networks that support local activity and encourage collaboration within a given field. Many of these networks have now set up specific or tailored workstreams on race equality, including London Heads of Human Resources Network (Heads of HR), London Association Directors of Public Health (ADPH) and Association of London Directors of Children's Services (ALDCS).

Other important contributors to the broader movement include:

- London Leadership Programme
- Sub-regional partnerships - West London Alliance, Central London Forward, South London Partnership, Local London
- National Graduate Development Programme (NGDP) BAME Network
- Recruitment agencies

Our highlights

### Data: Ethnicity and pay across London local government

The way we use, monitor and share data is pivotal to how we deliver services. As data becomes an increasingly central tool to the way local government operates, there is more that we can do to apply perspectives, ideas and practices around data to help tackle racial inequality.

We have been exploring different ways to better use data to help frame and deliver actions for London local government. An example of this is workforce monitoring through the lens of race equality. In December 2020, the programme initiated an annual data collection exercise, in collaboration with the London borough Heads of HR network, to capture trends across the 87,000 staff that work in London local government around ethnicity and pay. The level of granularity and detail captured in this exercise was the first of its kind for the sector and made a series of key findings. These findings have been used to frame our priorities and encourage action within boroughs, they included:

- Overall, the percentage of London local government's workforce exceeds the capital's Black, Asian and Ethnic Minority population (45% vs 41%) suggesting an increased likelihood for people from these communities to work in local government.

- However, there is an underrepresentation of staff from Asian/Asian British backgrounds compared to the London population, suggesting they are less likely to work in local government

- There are more Asian staff working in Corporate Services than other services and more Black staff working in Adults and Children's services than other services.

- There is a 'glass ceiling' that exists for staff from Black, Asian and Ethnic Minority backgrounds as representation from these communities reduces dramatically at the £50-60k pay band.

- No borough has a complete workforce picture as the average percentage of "unknown" / "prefer not to say" staff is 12%. The difference across boroughs varies significantly as the lowest percentage was 1.5% and the highest was 41%.

Figure 1: **Black, Asian and Minority Ethnic staff across London and local government**
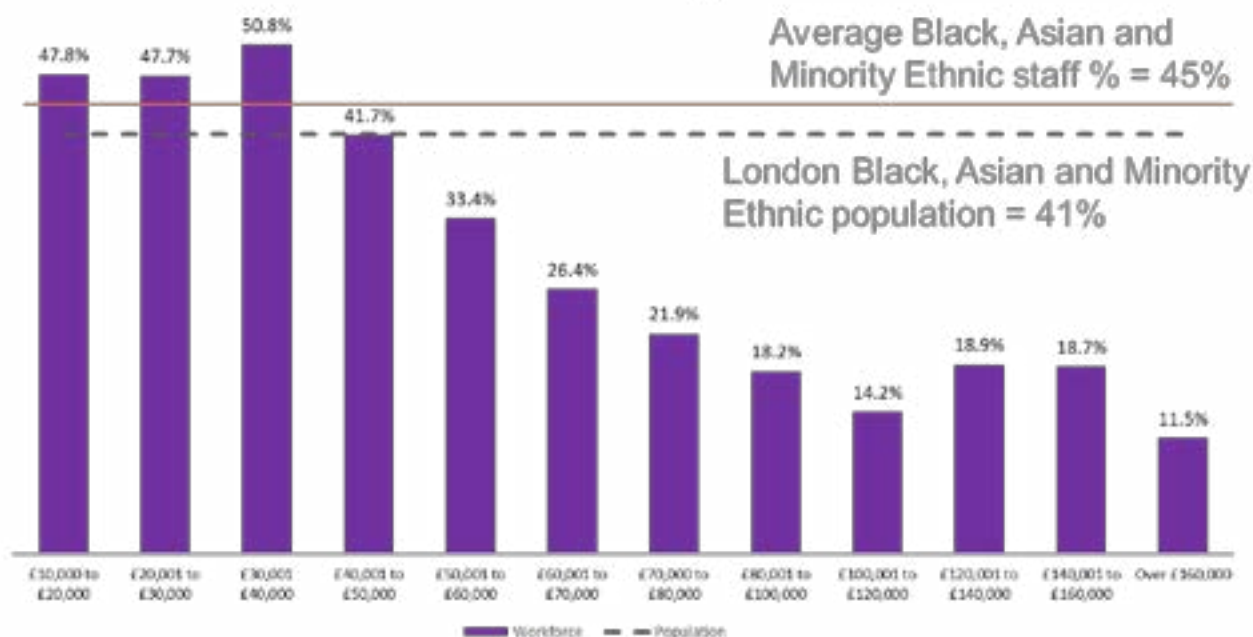
The principle of "no decision about me, without me[1]" is fundamental to the programme's approach to developing solutions. By this we mean that the solutions to address the challenges found in the ethnicity and pay data must be driven by the voice of our workforce. To understand this, we asked colleagues and staff networks across boroughs for their reflections and priorities on the findings. We received feedback from 28 boroughs and used this to frame the following next steps (these next steps are being delivered by the Large Employers working group – see highlighted below):

Key themes and reflections

- Drive to develop solutions to address the glass ceiling and the lack of representation in senior positions.

- Interest in developing an understanding around the differences in representation across service areas, including a focus on the general under-representation from Asian communities.

- Focus on developing solutions to address the number of 'not knowns'.

Next steps

Focus on improving recruitment practices

Develop more visible and targeted workforce inclusion initiatives

1 The King's Fund: Making shared decision-making a reality: No decision about me, without me.

We are currently in the process of analysing our data from 2021 and will repeat this exercise and monitor findings annually to understand changes within boroughs, at a London level and to help determine the impact of actions delivered by the programme. It has also helped us develop subsequent products around 'Share Not Declare' publishing sharing ethnicity and pay data.

The development of this work has been supported by the Data sub-group which has focused on turning the analysis of data into viable products that local authorities can deploy as part of the development of their approaches to ethnicity and pay. Other achievements by the Data group include:

 Share not declare Utilising learning from data and examples of best practice from local authorities, the group has developed a best practice toolkit for local authorities looking to improve their ethnicity data collection arrangements.

 Ethnicity and pay publication The group has developed best practice and suggested approaches for local authorities in publishing ethnicity and pay data on their websites.

 Turning data into insight Utilising analytical data and insight on pay progression, recruitment and turnover, the group has developed best practice and suggested approaches for the development of recruitment diagnostic measures as well as hypotheses for root cause analysis.

Our Role as Large Employers

Local authorities are often one of the most significant and influential employers in their locality which emphasises our responsibility to lead by example when it comes to:

- Tackling racism and race inequality within our organisations.

- Developing inclusive workforces that promote diversity, are culturally aware and support staff progression.

Reflecting this, the programme, through the Large Employers Working Group, are seeking to deliver the following:

Pan-London work to better understand and drive change around staff representation

- Developing model or template around dignity at work and anti-racism.

- Developing toolkit around what inclusive leadership looks like in practice, building on the Hackney Council toolkit.

Reviewing existing recruitment practices and training offers.

- Creating more development opportunities for Black, Asian and Minority Ethnic staff .

- Developing a checklist for inclusive recruitment that focuses on talent, potential and competence.

These actions and our responsibilities as large employers is an area where we can make significant impact, recognising this the working group adopted the following approach which we feel can also be applied to other issues linked to race equality:

To be evidence-led

Interpretingd ata aboutb oroughw orkforces, from a race equality perspective, to identify current employment patterns including:

- race and ethnicity profile
- race and ethnicity pay gap
- race and ethnicity in leadership

"No decision about me, without me" - ensuring employee voice is captured and part of solutions.

Developing solutions - using the evidence to deliver tangible solutions, actions and products

These are being developed and delivered through 4 task groups:

- Culture Task Group
- Inclusive Leadership
- Career Development & Progression
- Diverse Recruitment

The working group's focus over the next year will be deliver impactful products that will contribute to delivering their ambitions.

As referenced above, a priority of the group was to interpret the findings around ethnicity and pay to ensure staff voice was at the heart of solutions and activity. In addition to this, the working group engaged with the NGDP Black, Asian and Minority Ethnic Network to ensure the voice of graduates is captured and to understand their perspectives around career development and progression. This provided important insights around the value of having a clear development plan in place that provides experience and responsibilities as well as core skills (soft and hard), expectations and outcomes. To complement this, having managers with a strong understanding of their role in supporting the development of their staff as well as providing regular and consistent support. Additional insights can be seen below around attracting young Black, Asian and Minority Ethnic people into local government:

Strongly disagree

Young people from Black, Asian and other minority ethnic communities are actively aware of career opportunities in local government.
1.8

Young people from Black, Asian and other minority ethnic communities are encouraged to work in local government.
1.9

Young people from Black, Asian and other minority ethnic communities have the qualifications and skills to work in local government.
4.3

People from Black, Asian and other minority ethnic communities are visible within the local government.
1.9

There are people from Black, Asian and other minority ethnic communities that work in local government that I consider as role models.
4

Strongly agree

The findings from the engagement with this network and our workforce have been and will continue to be vital in shaping the products and outcomes the programme will deliver around our role as large employers in the next year. This is grounded in the perspective that inclusivity and diversity within our workforce and the way we operate will permeate through our organisations and help improve services and decision making for residents, particularly in our most diverse communities.

Communications and Engagement: the Race Matters newsletter

Vital to any journey on race equality is providing a platform to share and amplify voices, ideas and perspectives. The programme's approach holds the perspective that to embed race equality in all we do – including our services, practices, processes and conversations – everyone must be empowered to talk about their history, experience and achievements. To help achieve this we have created, and are continuing to develop, the programme's Race Matters newsletter.

Race Matters consists of blog contributions from senior leaders in London local government, spotlights of good practice from boroughs, multimedia contributions from colleagues in and the sharing of events across boroughs. To date, four issues have been produced, going to around 350 contacts, and the newsletter continues to expand its content, readership and design – as illustrated below. The newsletter will continue to act as a way to share colleagues' voices, share information and best practice and engage with people in London local government and beyond.
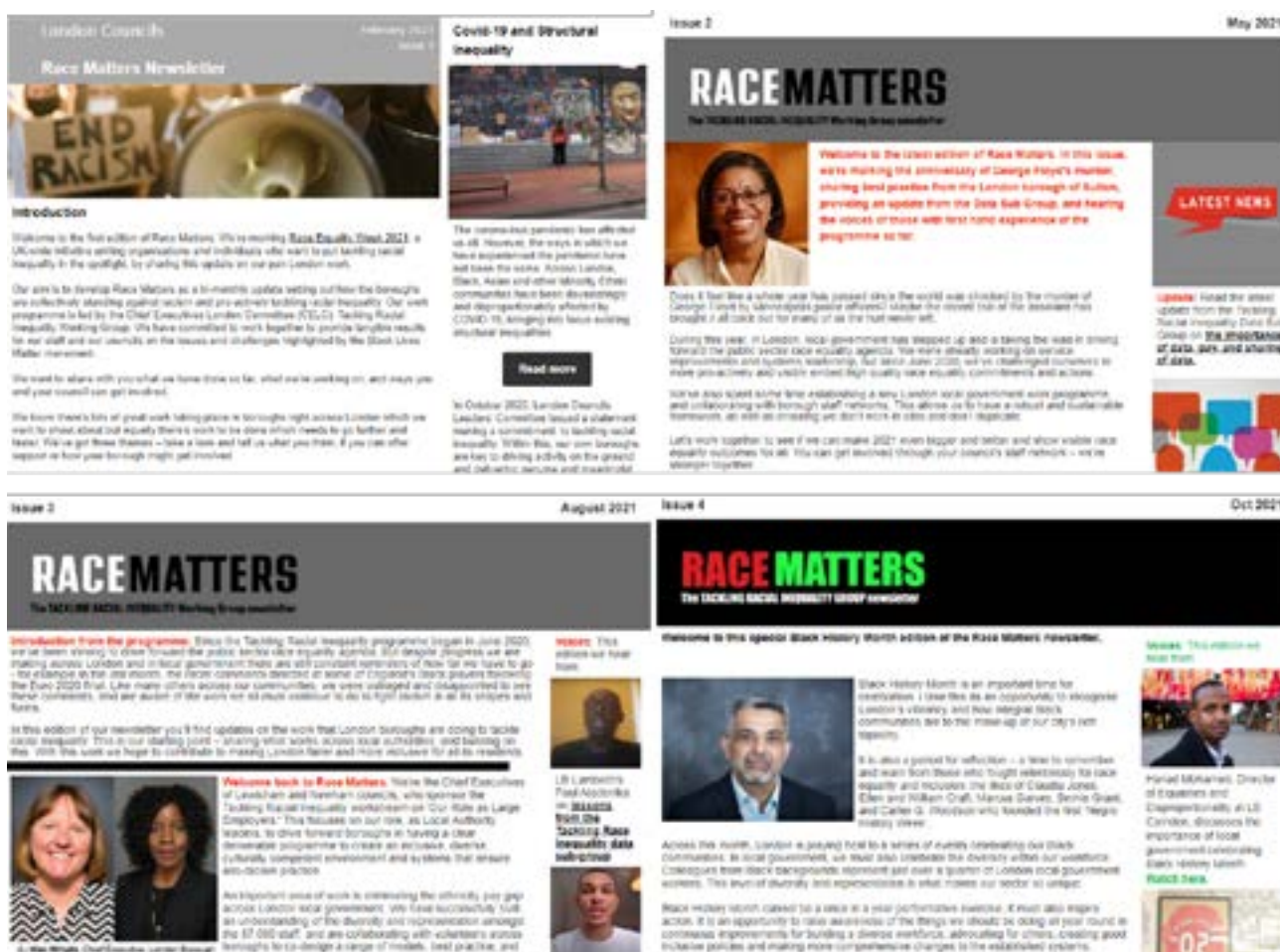
We would like to thank the following contributors:

Ellie Barton-Mather, LB Waltham Forest
Rhiannon Davies, London Councils
Matt Geer, LB Sutton
Janice Green, LB Westminster
Louise Otesanya, LB Camden
Tom Pickup, London Councils
Benjamin Vaughan, LB Havering
Anna Wright, LB Camden
Kim Smith, LB Hammersmith & Fulham

Paul Aladenika, LB Lewisham
Kim Wright, LB Lewisham
Althea Loderick, LB Newham
Geeta Subramaniam-Mooney, LB Newham
LB Waltham Forest Race Equality Network
Ernest Evwaraye, LB Merton
Hanad Mohamed, LB Camden
Andy Rollock, London Councils
Natalie Turner, London Councils

Sharing practice and knowledge

Building a good practice repository

Boroughs have been developing activity and action to embed race equality within their organisations and to support their communities. Whilst some of this activity may reflect the needs of organisations or local areas, there is still real value in sharing approaches, projects and ideas to help facilitate learning across local authorities. This work and approach are grounded in the view that successful action can and should be replicated where appropriate. Sometimes we should do things once, rather than 33 times!

To help enable this the programme has developed a growing repository of good practice that captures examples of innovate projects and programmes being delivered by boroughs. So far, the programme has captured examples from eight boroughs and is continuing to develop this with the aim of securing an example from each London local authority.

TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Camden** Zero Tolerance of Racist Abuse in Adult Care Settings
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Hackney** Workforce Diversity & Inclusive Leadership
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Hammersmith & Fulham** Get Ahead
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**City of Westminster** Westminster Police and Council Mentoring Scheme
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Sutton** Anti-racism in children's social care and safeguarding
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Bromley** Inclusive recruitment and professional development
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Southwark** Southwark Stands Together
TACKLING RACIAL INEQUALITY Good Practice Case Studies	**LB Barnet** Equalities, Diversity & Inclusivity Dashboard

Creating channels for networking and sharing

In addition to the repository of good practice, we have established other channels to share information and facilitate networking. To complement the value of learning from practice elsewhere, we have created forums for colleagues to network and to share experiences and emerging ideas. This has been established through the programme's [Knowledge Hub](#) and [LinkedIn group](#). Both continue to be developed and updated to create the most effective platforms for sharing, learning and networking

Sharing practice and knowledge

The programme has been crucial in shaping a direction for London local government that can add most value to the tackling racial inequality agenda, particularly in supporting activity underway in boroughs. The way the programme has expanded demonstrates how we continually seek to harness the energy and motivation of London local government staff to be part of change.

In addition to our successes, the programme is exploring how to ensure its sustainability and how to deliver action at pace to make a real impact for Londoners.

There is an expectation from our workforce and communities that London local government addresses racial inequality – becoming the drivers of change rather than acting reactively to significant events. Additionally, the recent data on ethnicity and pay has highlighted a business case for investment by spotlighting the issues that London local authorities face as large employers such as the ethnicity 'glass ceiling'.

We have a strong volunteer base to push the race equality agenda forward, however, this means we are dependent on colleagues going beyond their day job to contribute to this work. Without sustainable investment of time and resource, there is a risk that the programme relies too much on volunteer capacity. The programme currently has the evidence for change and the appetite for impact, however delivering this must be supported by proper investment.

To build the case for investment, we are seeking to develop outcomes that reflect the different needs and ambitions boroughs have around delivering

action on race equality. This will reflect the different levels of maturity boroughs have reached on their journey to tackle racial inequality.

Approaching this agenda openly and honestly will allow London local government to become a leader in this space, improving our reputation as a large employer, and demonstrating our commitment to race equality and our communities.

Aims for the next year

Our work programme (see Annex A) is intentionally ambitious to help ensure the work we produce is meaningful and impactful. The priority for the next year will be to deliver actions within the work programme and equip boroughs with the tools to support their organisations and communities.

We want to achieve the following:

- Developing a Tackling Racial Inequality Standard for London local government. We want to create a Standard that goes beyond the statutory minimum, is reflective of London's diversity and our responsibility to our communities. This will outline what 'good' looks like for London and provide guidance around key steps on any organisation's journey to achieve this. For example, key steps to develop and improve our leadership; recruitment and retention; training and development; and data collection. We will seek to categorise this into three levels (e.g. developing, achieving and excellence) so organisations can clearly see and understand the stages required on their journey.

- Better understanding and driving change around staff representation. Through the work on ethnicity and pay, we have a strong evidence base that enables boroughs to understand staff representation in the sector. Now we must transfer this understanding into solutions and products to help address the challenges that have been identified – this includes:

  - Developing a model around dignity at work and anti-racism that builds on good practice and borough examples. This will include a toolkit comprised of steps to embedding an inclusive culture throughout an organisation. We are approaching this through the perspective that inclusivity is a vital organisational value that is an active part of all we do, rather than something that we must 'comply' with.

- Developing a toolkit around what inclusive leadership looks like in practice. We are seeking to roll out a version of the [Hackney Council toolkit](#) more widely across boroughs which explores themes around different forms of bias within processes and practices when we recruit, during employment and after employment.

- Reviewing recruitment practices and training offers. We want to better harness our Black, Asian and Ethnic Minority talent and provide better pathways and opportunities for progression, which will also help address issues around underrepresentation in senior positions. This includes:

  - Designing and developing a checklist for inclusive recruitment that can help organisations to establish fair and culturally competent recruitment practices and processes.

  - Creating, identifying and enabling appropriate and more development opportunities for Black, Asian and Minority Ethnic staff, for example through networking, mentoring and exploring targets or aspiration for London local government around this.

- Service area reviews – local government provides a range of different services for residents. To ensure service delivery is successful, they must be tailored towards the needs of different communities, such as those from Black, Asian or Minority Ethnic communities. To help facilitate this, we will be developing a toolkit for service areas to help them embed race equality within

their areas - particularly to help support CELC thematic areas.

- Continuing to expand our use and understanding of data, while adding value. There are more ways we can use data to inform our thinking and solutions, particularly in response to challenges or needs of boroughs. Activity currently under development includes:

  - Ethnic classifications - Ongoing work looking at an approach to ethnicity classifications at local authority level. The group is exploring the development of an approach to ethnicity classifications that reflects the diversity and complexity of local authorities as a supplement to the existing Census approach.

  - Additional data analysis, including in the following areas:

    . appointments via secondments;

    . redundancies and how they breakdown across ethic groups;

    . the differential experiences of Black, Asian and Minority Ethnic women compared to men at grades £50k and above; and

    . grievances made and upheld - who is raising them

- Finalising a commitment statement on race equality – linked to the Standard we want to establish a collective London local government commitment on race equality that sets out agreed perspectives and approaches to address racial injustice.

Building partnerships and establishing cross sectoral action

The programme's progress and achievements to date have been predominantly inward-looking - determining how London local government must change, adapt and improve as a sector to tackle racial inequality. This work remains essential and will continue to be delivered through the work programme. However, London local government is also a key regional partner and has an important role as a leader and convenor. Recognising this role means building partnerships and links with other agencies and sectors across London to determine how we can work together to deliver change at a regional level.

An important step in laying this foundation was our partnership event that took place on 9 February 2022. The event focused on harnessing Black, Asian and Ethnic Minority talent in London's public sector and explored themes including recruitment, development and progression. Well attended events such as these help amplify the work of the programme and bring in perspectives from other public agencies in London that invite challenges to our work and what more we must do to make an impact for our staff.

Continue building capacity across the programme

The Tackling Racial Inequality programme will always remain open to colleagues of all backgrounds from across London local government to join, contribute and learn. The programme is intentionally set up to be all-encompassing and we recognise the breadth of experiences, expertise and ideas that span across boroughs – we want to harness this. Addressing racial injustice is not the role of individuals or certain communities, rather for this to be successful, we must facilitate and encourage collective action – building a shared understanding of the challenges we face and the possible solutions that we can develop and achieve.

This is an open invitation for colleagues across London local government to get involved and for anyone to sign up to the Race Matters newsletter to keep up to date on our progress and activities - **now is not the time to be silent.**

Annex A – Tackling Racial Inequality work programme

Demonstrating leadership theme

Action	Responsibility	Timeframe
Pursue Commitment Statements inc. CELC	DL working group	November 2021
Develop Tackling Race Eq. Standard	DL Working Group	February 2022
Thought leadership towards targets and standards	DL Working Group	February 2022
Develop approach to assurance/accountability e.g. peer reviews	DL working group	May 2022
Audit of external validation (both race equality and wider inclusion)	DL working group	May 2022
Work with Runnymede Trust, LGA Equalities Self Assessment, Race @ Work	Boroughs (shared resources)	To be confirmed
Engage more boroughs/officers	Boroughs, Sub-regions	Ongoing
Visible race eq. work, targets and planned outcomes in CELC streams e.g. crime, health and social care	CELC thematic groups	Ongoing
Visible race eq. objectives in Covid recovery planning	CELC thematic groups	Unsure
Formalise governance arrangements, build on existing and work inclusively	Chair and CELC	Delivered

Developing best practice theme

Action	Responsibility	Timeframe
Influencing London Recovery Programme	BP Working Group	February 2022
Service area reviews	BP Working Group	May 2022
Thematic reviews by CELC Lead Advisors	CELC thematic groups	Ongoing
Delivering communications plan, including newsletter	Comms & Eng. Working group	Ongoing
Improving commissioning, procurement & social value practices	Sub-regions	To be confirmed
Events (BHM, George Floyd Anniversary), Public Realm Reviews	Comms & Eng. Working group	February 2022
Keeping the door wide open to innovation and new ideas	All	Ongoing
Creating central resource pool and learning lab	BP Working Group	Delivered

Large employer role theme

Action	Responsibility	Timeframe
Collection, analysis and publication of borough data	Heads of HR/HR Metrics	Ongoing
Pan-London work to better understand and drive change around staff representation	Heads of HR; LE Working Group	November 2021 February 2022
Inclusive Mentoring and support groups	Heads of HR; Sub-regions	Ongoing
Reviewing recruitment practices and training offers	LE Working Group	February 2022
Approach to share not declare	Data task & finish group	February 2022
Proposals for ethnicity classification	Data task & finish group	Ongoing
Recruitment practices e.g. Anonymous recruitment, diverse panels, recruitment organisations pushed for more diverse applicants.	LLP (fresh thinking from alumni); LE Working Group	February 2022
Leadership programmes	LLP	Ongoing
Local working and support groups	Boroughs (shared resources)	Ongoing
Review of internal and external websites/comms	Boroughs (shared resources)	To be confirmed

Annex B – London local government Tackling Racial Inequality programme volunteers

We would like to thank volunteers for their invaluable contributions, insights and passion. Without your help the programme will not have been able to achieve what it has to date, nor would it have been able to set such high ambitions for the future and London local government.

Ali Littlewood (Interim Chair, Large Employers Working Group)	Tower Hamlets
Althea Loderick (Sponsor, Large Employers Working Group)	Newham
Andrew Blake-Herbert (Sponsor, Best Practice Working Group)	Havering
Andrew Travers (Sponsor, Best Practice Working Group)	Lambeth
Anna Wright (Chair, Communication and Engagement Working Group)	Camden
Ben Vaughan (Chair, Communication and Engagement Working Group)	Havering
Benaisha Daruwalla (Task Group lead, Best Practice Working Group)	West London Alliance
Gail Clark (Task Group lead, Large Employers Working Group)	Barking & Dagenham
Grace Elias (Task Group lead, Best Practice Working Group)	Barnet
Jenny Rowlands (Sponsor, Communications and Engagement Working Group)	Camden
Juliet Amoa (Chair, Demonstrating Leadership Working Group)	Lambeth
Kim Smith (Chair, Tackling Racial Inequality Programme)	Hammersmith & Fulham
Kim Wright (Sponsor, Large Employers Working Group)	Lewisham
Liz Chiles (Task Group lead, Large Employers Working Group)	Ealing
Lorrain Barlow (Task Group lead, Large Employers Working Group)	Bexley
Moushumi Bhadra (Task Group lead, Best Practice Working Group)	Bromley
Paul Aladenika (Chair, Data Group)	Lewisham
Peter George (Task Group lead, Demonstrating Leadership Working Group)	Enfield
Serena Simon (Chair, Best Practice Working Group)	Westminster
Stuart Love (Sponsor, Best Practice Working Group)	Westminster
Sonia Khan (Task Group lead, Demonstrating Leadership Working Group)	Hackney
Tom Pickup (Programme Manager, Tackling Racial Inequality Programme)	London Councils
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Afruz Jaman	Enfield
Alison Morris	Camden
Amanda Harcus	Tower Hamlets
Amanda Lee-Ajala	City of London
Amanda Rice	Kensington & Chelsea
Andrew Reece	Camden
Anne Ogunjimi	Camden
Arthur Lewis	Islington
Asim Chaudhry	Kingston upon Thames
Astrid Keogh	Islington
Baraket Ilegogie	Redbridge
Ben Knowles	Hounslow
Ben Plant	Havering & Newham
Bernard Bruce	Newham
Brianne Lindsay	Bromley
Carolyn Downs	Brent
Celia Golden	Hounslow
Chailean Dottin-John	Westminster
Charis Champness	Hammersmith & Fulham
Charlaine Nkum	Kensington & Chelsea
Charles Obazuaye	Bromley
Cheryl Graham	Newham
Christian Fredrick	Redbridge
Christina Andrew	Haringey
Claire Symonds	Barking & Dagenham
Cleo Straughan	Camden
Daniel Rankine	Kensington & Chelsea
David Austin	Lewisham
David Morris	Enfield
David Welham	City of London
Deborah Millington	Tower Hamlets
Delroy Downer	Lewisham
Denise Alleyne	Merton
Denise Ormsby	Enfield

Dipti Patel	Ealing
Doug Flight	London Councils
Edith Galliers	Redbridge
Elaine Cleland-Awity	Brent
Elaine Noakes	Merton
Ellie Barton-Mather	Waltham Forest
Elliot Brooks	Hounslow
Emeran Saigol	Redbridge
Ernest Evwaraye	Merton
Eva Freytas-Sanchez	Redbridge
Evereth Willis	Merton
Evonne Hudson	Havering
Ferzanah Ahmed	Redbridge
Fin Kelly	West London Alliance
Fiona Hamilton	Westminster
Fiona Taylor	Barking & Dagenham
Gareth Nicholson	Havering
Gareth Quested	Greenwich
Geeta Subramaniam-Mooney	Newham
Genevieve Peattie	Westminster
Grace Addy	Croydon
Grace Roman	Greenwich
Gwendolyn Renwick	Redbridge
Hannah Mensah	Enfield
Hayley Hurst	Redbridge
Hayley Sims	Islington
Heather Clarke	Westminster
Helena Scott	Haringey
Helen Sidwell	Waltham Forest
Jacki Ager	Havering
Jan Douglas	Havering
Jane Carroll	Havering
Janice Green	Westminster
Jasbinder Baddhan	Southwark
Jason Davis	Hackney

Jennifer Samuels	Westminster
Jay Saggar	London Office of Technology and Innovation
Jessica Finnin	Havering
John Murphy	Haringey
Jon Bell	Barnet
Jon Newton	Enfield
Joy Hume	Waltham Forest
Julia Owen	Bexley
Julie Foy	Islington
Karl Livingston	Lambeth
Kate Enver	Southwark
Katie Estdale	Hammersmith & Fulham
Kieran Ferdinand	Lambeth
Kisi Smith-Charlemagne	Westminster
Kwabena Owusu Agyemang	Hammersmith & Fulham
Lesley Gordon	Haringey
Louise Otesanya	Camden
Lydia Newman	Hillingdon
Maame Baryeh	Lewisham
Marilyn Moore	Lewisham
Mathurini Visakan	Kingston upon Thames
Matt Geer	Sutton
Matt Raleigh	London Innovation and Improvement Alliance
Maureen Hinds	Redbridge
Maxine Quintyne-Kolaru	London Councils
Melissa Cuffy	Haringey
Merlin Joseph	Lambeth
Meryem Dilgil	Tower Hamlets
Michaella Palmer	Westminster
Michelle Wright	Lewisham
Mike Talbot	Hillingdon
Molly Edlin	Islington
Nancy Hunt	London Councils

Nasir Uddin	Enfield
Natalie Turner	London Councils
Neisha Porter	Sutton
Neville Graham	Haringey
Nnenna Urum-Eke	Enfield
Nyna Souri	Havering
Padma Mistry	Barking & Dagenham
Paula Royal	Lambeth
Pauline Campbell	Waltham Forest
Pervinder Sandhu	Redbridge
Pinaki Ghoshal	Lewisham
Pinakin Patel	Kensington & Chelsea
Pye Nyunt	Barking & Dagenham
Rachel Salmon	Hackney
Rashmi Patel	Enfield
Remy Cullinan	Islington
Rhiannon Davies	London Councils
Robert South	Havering
Rosie Tulloch	Waltham Forest
Sagar Sharma	Hounslow
Samantha Wright	City of London
Sandra Farquharson	Kingston upon Thames
Sandy Hamberger	Havering
Sean Green	City of London
Sharon Richards	Havering
Shazia Hussain	Brent
Shelleyna Rahman	Haringey
Shumailla Dar	Harrow
Simon Gardner	Enfield
Sinead Booth	Haringey
Stephanie Mills	Greenwich
Steve Davies	London Councils
Steve Whitehead	Hounslow
Sue Nelson	Enfield
Suganya Naveenan	Southwark

Susan Turner	Islington
Swazi Kaur	Richmond & Wandsworth
Sydney Alexander	Islington
Sylvia Thugge	Lewisham
Themistoklis Pagoudis	Waltham Forest
Tinu Olowe	Enfield
Tony Theodoulou	Enfield
Valerie Simpson	Hammersmith & Fulham
Valerie Solomon	London Councils
Vhenekayi Nyambayo	Association of Directors of Public Health London
Vicky Trott	Hillingdon
Waheeda Soomro	Hammersmith & Fulham
Yvonne Nansubuga	Tower Hamlets
Zahur Khan	Lewisham
Zina Etheridge	Haringey

Thank you to everyone who is taking part – if you want to get involved please contact:

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"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek"
– Barack Obama