London local government

Tackling Racial Inequality programme

Where are we now?

End of Year Report 2022/23

TACKLING
RACIAL
INEQUALITY
Working Group

LONDON
COUNCILS

Foreword

As co-chairs of the Chief Executive's London Committee's Tackling Racial Inequality Group, it is a pleasure to introduce this report on the London local government's Tackling Racial Inequality Programme. As local government organisations, we must continue to confront systemic inequalities and address the disparities that exist in our communities. The programme has been at the forefront of this effort, and we are proud to showcase the significant progress made in our second year.

The first year of the programme focused on establishing a strong foundation for collective, regional action, which was crucial in laying the groundwork for the second year. In the second year, the programme has delivered several products that add value to local authorities' existing efforts to tackle racial inequality. These products include toolkits, guidance documents, self-assessment tools, pilot schemes and programme events. We have developed a model that is proactive and intentional and challenges the typically reactive efforts that are stimulated by tragic events.

This is precisely what the Tackling Racial Inequality programme is all about. We aim to embed race equality into every aspect of our sector's work, ensuring that London is a fairer place for everyone. By promoting inclusive workforces, cultural awareness, leadership, partnerships and collaborative learning, we can provide the best possible outcomes for our staff and communities. Our programme provides a platform for collaboration and meaningful change in London, encouraging everyone to be proactive on race equality.

We acknowledge that our progress is a testament to the commitment and dedication of colleagues across boroughs who are eager to be part of the change. Our programme celebrates the importance of ground-up initiatives that identify and address the specific needs of our workforces ensuring that the solutions are tailored to their lived experience. We want to express our gratitude to everyone who has volunteered their time and energy to the Tackling Racial Inequality Programme.

We encourage you to read this report carefully and consider how you can support the programme's important work. There is still much to be done, so let us continue working together, strengthening partnerships and achieving our strategic objectives for 2023, making London's local government a visible leader in race equity.

Kind Regards

Kim Wright (CE, Lewisham) and **Stuart Love** (CE, Westminster)
2022 Co-chairs of the CELC Tackling Racial Inequality Group

Looking to the Future

For those who I've not met yet, please allow me to introduce myself. I joined London Councils in October as People and Inclusion Manager and am working with colleagues across London on the Tackling Racial Inequality programme. I have previously worked as an Equality, Diversity and Inclusion (EDI) manager in local government, the Prison Service and museums and heritage. Each sector has its own unique characteristics, but the challenges are broadly the same.

Equality, diversity and inclusion are often seen as 'nice to haves' rather than as essentials. But, as recent news events demonstrate, it is possible to experience racism even at the highest level of a career. Insensitive questions, discriminatory assumptions and the cloak of respectability can make it difficult to challenge institutional racism.

The work of this programme is much needed. I hope that by bringing light to these issues we can share ways to improve outcomes and opportunities for people in London.

Swazi Kaur
People and Inclusion Manager, London Councils.
Programme Manager of the Tackling Racial Inequality Programme

Report Introduction

The London Tackling Racial Inequality Programme was established in 2020 as a London local government response to historical and persistent racial disparities, particularly following a series of events: the murder of George Floyd, the resurgence of the Black Lives Matter movement and the disproportionate impact of Covid-19.

While there were, and still are, many excellent examples across the capital of work and initiatives to support ethnically diverse communities, there was space for greater regional action and collaboration. The Tackling Racial Inequality programme was established to fill that gap and to ensure racial 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.**

The programme creation and subsequent development have been driven by the Chief Executive's London Committee (CELC) Tackling Racial Inequality Group. Three working groups were established to deliver their priorities and two further sub-groups exist to support the programme's overall functions and ambition:

1. Demonstrating Leadership

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

2. Large Employers

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

3. Challenging and Improving Practice

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

a. Communications and Engagement

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.

b. Data

Using, monitoring and sharing data to improve organisational culture and service delivery. As data becomes an increasingly central tool in 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.

The 2022 annual report reflects on our success over the last twelve months and celebrates where London boroughs, with coordination from London Councils, collaborate to add value to borough work through pan-London activity. The programme continues to bring local authorities together to develop new and innovative products which embed race equality and anti-racist culture into government agendas.

Last year's report highlighted how the programme had built a strong foundation and defined structure to facilitate London-wide action which would enable us to drive future phases of delivery that have a tangible impact on London local government and our communities. There is no doubt that we have achieved this impact in various spaces.

The year's highlights include:

- The race equality, language and terminology consultation
- The London local government anti-racist statement and CELC standards – including the innovative pilot scheme that encompasses the core values of this programme
- Our guidance on racial trauma
- The 2022 Tackling Racial Inequality Programme event

Our continued achievements include:

- The annual ethnicity pay data collection and reporting
- Four more editions of the Race Matters newsletter
- Six more case studies for the good practice repository

We would like to thank all previous and ongoing contributors to the programme without which none of this is possible. This year, we have welcomed several new leaders, partners and volunteers - we are thrilled to have everyone's dedication and support! Please note our changes to the Tackling Racial Inequality programme's structures:

- In the summer of 2022, the CELC Tackling Racial Inequality Group was newly chaired by Stuart Love (CE Westminster) and Kim Wright (CE Lewisham). Stuart Love (CE Westminster) will continue to drive this programme forward into 2023.
- We have recently appointed a new deputy chair of the CELC Tackling Racial Inequality Group – Shazia Hussain (Deputy CE of Waltham Forest).

- The programme is centrally coordinated by London Councils and this year we welcomed a new programme manager – Swazi Kaur.
- The Large Employer's Working Group welcomes two new co-chairs Musrat Zaman (LB Tower Hamlets) and Julie Foy (LB Islington).
- The Data Sub-Group welcomes a new chair, Courtney Richards (LB Lewisham).

As we welcome new faces and fresh perspectives to the programme, we are looking to establish our strategic aims for the year ahead including how to re-establish momentum and invigorate existing resources to maintain an impactful profile. This report and the programme's perseverance serve as reminder of the importance of this work and that boroughs with their current resource levels are encouraged and supported to work beyond statutory duty to continue delivering their anti-racist commitments. The Tackling Racial Inequality programme exists to support the work that individual boroughs are undertaking to respond to the needs within their organisations and communities, and to create pan-London initiatives.

Nancy Hunt
Policy Officer, London Councils
Programme Officer for the Tackling Racial Inequality Programme

Our achievements

This section of the report provides further detail on our key achievements for 2022/23. If you are interested in the products, you can find them on London Councils website **here**

Demonstrating Leadership

Race Equality, Language and Terminology Consultation Report

Context

In the last couple of years, there has been wide discussion around terminology, race, and ethnicity. While previously, public policy in the UK normalised the use of the acronym 'BAME or 'BME' to refer collectively to groups of ethnically diverse people. More recently there has been scrutiny of the collective acronym. The resurgence of the Black Lives Matter movement and the disproportionate impacts of Covid-19 on some Black, Asian and Multi-Ethnic communities have highlighted that collectivism is rarely fit for purpose. It is impossible to divorce our actions from the language we choose, and therefore, conscious language is a powerful tool for addressing injustices.

To engage meaningfully with our programme priorities, it is important to have the correct framework and language to reference Black Asian and Multi-Ethnic people and communities and to engage under-served communities in a language that is meaningful to them. Language is a powerful tool and crudely conflating diverse groups erases identity and leads to broad decision-making that does not recognise the ethnic disparities in the UK.

The programme's 'Demonstrating Leadership Working Group' set out to establish a partnership narrative around language and terminology through the lens of racial equality that advocates for the disaggregation of 'BAME, proposing that we must refer to our communities at the most granular level possible, where appropriate. In contexts where collectivism is appropriate (typically data collection and analysis), the working group wanted to understand participants' views on different collective terminology and its use for and amongst Black, Asian and Multi-Ethnic groups. The full report can be found here.

Method

The survey ran between 10 June and 22 July 2022 and received 903 responses spanning London's anchor institutions including local government, health, police, fire and the voluntary, community and faith sector.

The survey was mix-method collecting quantitative data for respondents' sentiments on the use of collective terminology and their positive and negative preferences of a list of nine collective terms that were provided, as well as allowing participants to suggest alternative terminology. The survey also collected qualitative responses to supplement participants' answers and describe their thinking and perspectives.

Overview

Building on previous research and public sentiment, the Tackling Racial Inequality programme does not support the use of the acronym 'BAME or 'BME'. Overall, respondents were not comfortable being categorised by a collective term that encompasses all backgrounds except White British. If collectivism is necessary, 'Ethnically Diverse' and 'Black, Asian and Multi-Ethnic' are the overall preferred terms. However, the qualitative responses of the research have allowed the programme to develop four guiding principles on language and terminology rather than prescribe particular terms:

1. Specificity
Be as factual as possible when referring to, presenting conclusions or findings, and making recommendations for ethnically diverse groups. It is recommended to avoid vague terminology that is all-encompassing and collective terminology should never be used for convenience.

2. Context
Only use collective terminology where necessary and be guided by the context of the situation and the content of the work reported on. If the context is not decisive, then use the preferred collective terms outlined in this report or use language interchangeably to reflect the complexity of individual and community identity.

3. Empowerment
Recognising that language is a powerful tool, choose terminology that centres on empowerment and positivity. This allows us to challenge historical labelling that infers marginalisation a nd discrimination, particularly avoiding the term 'minority'.

4. Choice and transparency

The value of choice is important for those who are typically referred to by collective terminology. The recommendation is to always engage groups and recognise their right to choose as well as the overall challenge in establishing a consensus on collective terminology. The approach to language and terminology should always be open and transparent and tailored to reflect the unique attitude of each organisation, community or individual. Therefore, the approach must recognise that within organisations groups and individuals will have different preferences. For example, staff networks may self-refer using different terminology than the organisational guidance recognises.

Conclusion

The report highlights that there is no agreed or shared approach to collective language, whether that be eliminating its use or selecting the most appropriate collective term for the context. For some, particular collective terms are empowering and reclaim aspects of identity, whereas for others collective terminology from its conception has clouded the richness of identities in the UK. While our qualitative findings have allowed us to develop the above four guiding principles, it is important to recognise that language is constantly evolving and adapting. The scope of work around language and terminology will continue to progress and evolve to reflect the most recent sentiments.

In the future, the Demonstrating Leadership Working Group hopes that with more resource it can expand the reach of this work to our communities.

Figure 1: **Are you comfortable being identified as part of a collective term that includes all people who are not White British?**
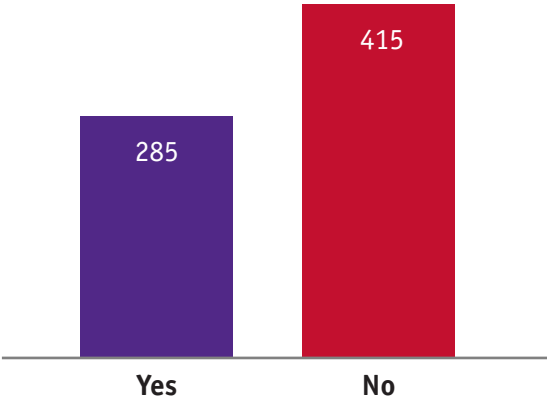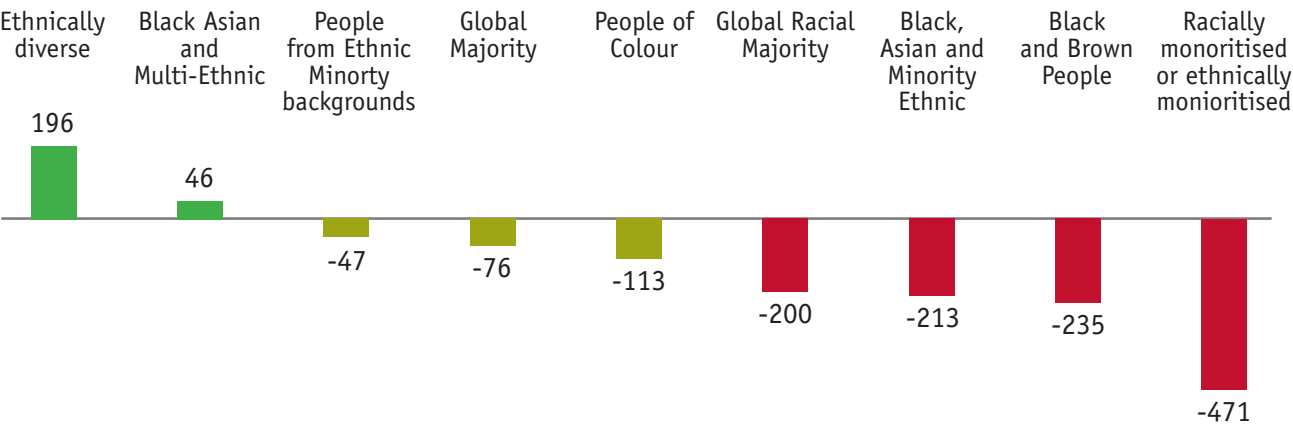

Figure 2: **Summed preference**

The Anti-Racist Statement and Chief Executives London Committee's Tackling Racial Inequality Standard

While there were many excellent examples across the capital of work and initiatives to support ethnically diverse communities, there was space for greater regional action and collaboration. Working with boroughs and London Councils, the Tackling Racial Inequality programme has developed these two products through the Demonstrating Leadership working group. The programme aims to support boroughs to embed race equality in all we do as a sector, ensuring London is fairer for everyone and delivers the best possible outcomes for our colleagues and communities through inclusive, culturally aware workforces; the programme also aims to support us as 'leaders of place', and to learn from each other's good practice.

Local authorities have always worked with diverse communities to address inequalities and build cohesive and resilient communities, and already fulfil some of the objectives outlined in the products, which naturally will play a central role in mobilisation. Therefore, the programme has been designed to align with existing and emerging work in local government.

The Aims of the Anti-Racist Statement

The statement has been developed by the Demonstrating Leadership Working Group of officers. We started by generating ideas about the key features we would want to see in a statement. This enabled some very open discussions about what to include and why. The statement was then refined throughout two sessions. It has been reviewed by all other working groups on the Tackling Racial Inequality programme.

We believe that local authorities would benefit from adopting an anti-racist approach because the most damaging aspects of inequality and racism are embedded in society. The statement is founded on the belief that it is everyone's responsibility to proactively and continuously:

1. Unpack and reset beliefs, assumptions, and values.

2. Take action when we observe racism in beliefs, assumptions and values and the decision and actions that follow, however subtle.

3. Be humble and educate ourselves on what we don't know about racial inequalities rather than putting the onus on others to educate us.

Through adopting the Statement, local authorities are encouraged to:

1. Build a picture of key inequalities in their area and look at what is driving these.

2. Shape solutions by listening to residents, communities and frontline staff.

3. Set expectations for leaders to take personal responsibility for what they can do now to bring about change.

Our collective commitment to achieve racial equality focuses on what London's local authorities can do together to have a positive impact on life outcomes at all stages. Through the public adoption of the Statement, we can take a consistent approach to drive change.

The Aims of the Chief Executives London Committee's Tackling Racial Inequality Standard

The Anti-Racist Statement is underpinned by the CELC Tackling Racial Inequality Standard. The CELC Tackling Racial Inequality Standard has been designed as a self-assessment and benchmarking tool for London local authorities. It contains a descriptor of the level of practice required of local authorities to meet a minimum for exemplary standards on racial equality. It is informed by and celebrates local initiatives, building a model that assesses the impact and cultivates pan-London shared learning and good practice.

The standards enable local authorities to reflect on and improve their practice across seven categories: Strategic Leadership and Management, Employee Lifecycle, Data Governance, Policies and Processes, Strategies and Action Plans, Staff Networks and Community Engagement. The aim is to nurture, support and learn from innovative initiatives and effective approaches that can be used as a model for tackling inequalities in the medium and longer-term extending the reach and impact of the programme. Consistently engaging communities across London will shape programme priorities and deliverables, ensuring they are responding to what matters most and adds value to London.

The Anti-Racist Statement and CELC Tackling Racial Inequality Standard pilot scheme, which launched in January 2023, has been designed to support the assurance and accountability of these products. We would like to extend our appreciation to the local authorities who have supported this initiative and dedicated their time and resources to pave the way for its future success.

Large Employers

Racial Trauma

During the programme 'Harnessing our Black, Asian and Multi-Ethnic Communities Talent' event, panellists and the audience explored the issue of racial trauma, focusing particularly on the lack of understanding and support for this available within our organisations. There was discussion around self-limiting beliefs among Black, Asian and Multi-Ethnic staff members, and the need to address this. The discussion provided useful insights for the London local government Tackling Racial Inequality Programme, highlighting that achieving race equality within our organisations is about more than ensuring Black, Asian and Multi-Ethnic staff have the skills and competencies to succeed, it is also about challenging self-limiting beliefs and a history of racial trauma. Furthermore, senior leaders need to be aware of and respond to the feelings and experiences of these colleagues.

To explore this further the programme held a session with Professor Patrick Vernon OBE and agreed on key next steps to support boroughs and partners to build their understanding of racial trauma. Professor Patrick Vernon OBE discussed the importance of community trauma because it highlights issues around race, class, power, and privilege which often have a clear relationship in the workplace. The impact of micro-aggressions around race, gender and all aspects of intersexuality is now a powerful narrative around the lack of psychological safety and spaces for ethnically diverse individuals to be authentic people. The issue of racial trauma is the elephant in the room for all public and private sector bodies, and needs to be addressed to improve service delivery and performance management and create an environment of inclusion and equity for all.

Our guidance seeks to provide a cursory definition of racial trauma, share and build an understanding of the experiences of racial trauma and provide suggestions around what support organisations can provide within existing structures. To help build our understanding of racial trauma and its impact on individuals, the guidance has captured examples from colleagues across London's local government.

> "Racial trauma is the consequences of racism on Black and Brown people, such as emotional, psychological and post-traumatic stress, which ultimately impacts individual self-esteem, mental well-being, physical health and cultural identity".
>
> **Professor Patrick Vernon OBE**

Challenging and Improving Practice

Building a Good Practice Repository

London boroughs continue to develop action to embed race equality within their organisations and to support their communities. While 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 continues to develop a growing repository of good practices that captures examples of innovative projects and programmes being delivered by boroughs. This year, the programme has captured six more examples and is continuing to build our good practice repository, with the aim of securing an example from each London local authority.

You can find more detail on each borough's good pratcice examples here.

- London Borough of Waltham Forest: Safe Space Clinic. Waltham Forest has established a Safe Space Clinic - led by the council's Race Equality Network - which aims to give staff a voice, address inequality and working alongside senior management. The clinic has the ethos that change will only happen if we work together.

- London Borough of Ealing: Cultural Competency. Ealing has implemented a range of actions to increase cultural competency within the organisations to both improve the working environment and the relationship with local residents.

- London Borough of Newham: Time to Talk. Newham has been hosting community Time to Talk events to identify where residents, borough staff, and partner agency members have experienced racism, disproportionality, and racial inequality, and to identify ways of reducing or preventing those instances.

- London Borough of Lambeth: Promoting Progression for Black, Asian and Multi-Ethnic Groups. Lambeth introduced a promoting progression forum and programme to increase diversity and representation within its staff.

- London Borough of Harrow: A Ground-breaking Approach to Organisational Change. Harrow commissioned an Independent Race Review by Patrick Vernon OBE to survey 700 staff members on organisation culture. The findings from this informed the Race Equality Action Plan.

- London Councils: Corporate Race Equality Strategy. In 2020 London Councils ambitiously set out to make all staff race equality champions, to make the organisation reflect the city it represents, and to make the workplace somewhere where all staff feel an active part of the organisation.

Launch of the Global Majority Senior Leaders Network

Our Challenging and Improving Practice Working Group chairs, Serena and Jennifer, alongside Juliet Amoa (chair of the Demonstrating Leadership Woking Group) launched the Global Majority Senior Leaders Network in March 2022. The network aims to address the experiences of our local government ethnically diverse leaders as they navigate their journey in London local government. We have all heard first-hand of the isolation, lack of understanding and cultural competency which can exist in the senior bands within organisations, and which adds a significant additional layer of stress on top of already stressful roles. The main tenets of the group are networking, sharing practice, developing strategic alliances and providing personal and career development support.

Data Sub-Group

Ethnicity and Pay across London Local Government

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. In 2021, London Councils released the first set of analytical data on ethnicity and pay. The data raised pertinent questions about commitment to equity and fairness and served as a critical baseline and launch pad for wider work undertaken by the programme.

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. The principle of "no decision about me, without me" 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.

Helpful Products from our Data Sub-Group

The Data Sub-Group has since focused on developing products which turn the analysis of our data into viable products:

- Ethnicity and pay page for council's websites - best practice guidance and suggested approach to publishing data.

- Share not declare - encouraging employees to share their personal data and a best practice toolkit for local authorities looking to improve their ethnicity data collection arrangements.

- Turning Data into Insight toolkit - thoughts and suggested approaches for the development of recruitment diagnostic measures as well as hypotheses for root cause analysis.
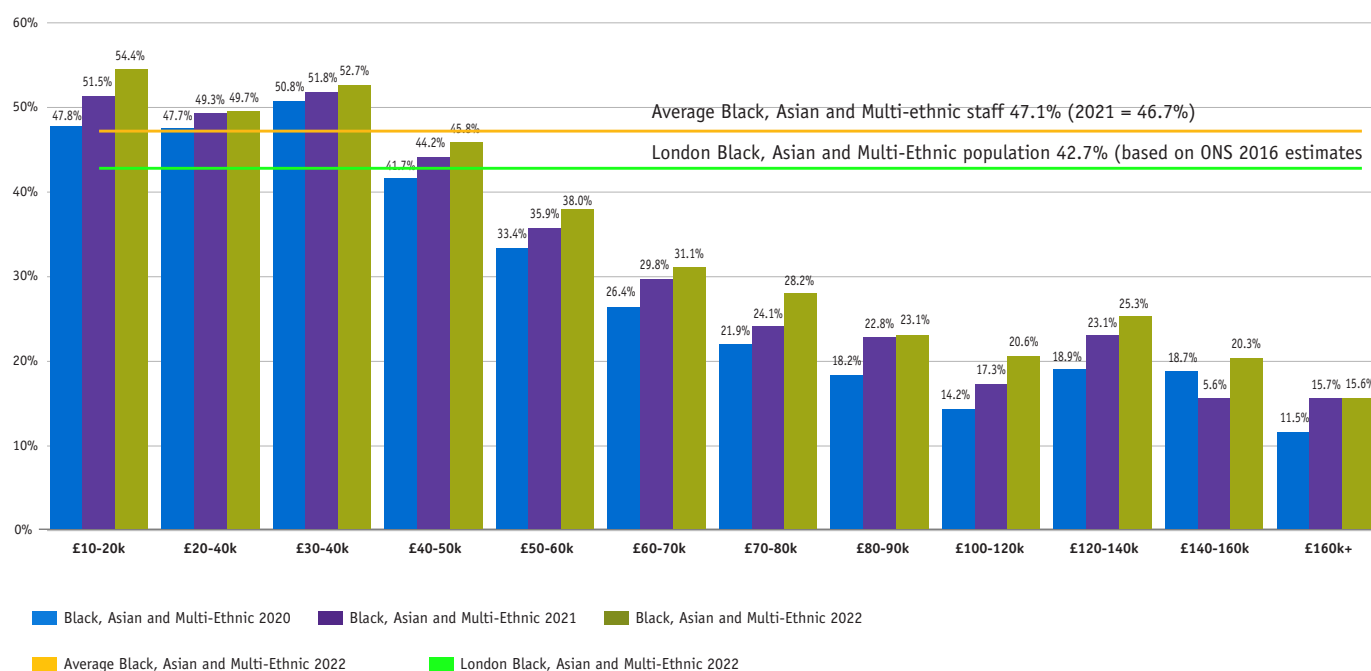
2021: Ethnicity Pay Data

The third year (Oct 20, Oct 21 and Oct22) of ethnicity and pay data shows valuable tracking and improvement of representation across several metrics.

Summary of findings:

- Overall, the percentage of London local government's workforce exceeds the capital's Black, Asian and Multi-Ethnic population (47% vs 41%) suggesting an increased likelihood for people from these communities to work in local government.

- Across all pay bands the percentage of Black, Asian and Multi-Ethnic staff has increased over the last 3 years (see chart below).

- There is a 'glass ceiling' at around the £50-60k pay band, where representation of Black, Asian and Multi-Ethnic employees reduces below their % representation in the working-age population.

- 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 in other services and more Black staff working in Adults and Children's services than in other services.

- There are more female staff working in London local government – 60% overall – compared to the London working age female population of 52%. However, there appears to be a glass ceiling at about £60k for Female employees and one at about £50k for Female Black, Asian and Multi-Ethnic staff.

- No borough has a complete workforce picture as the average percentage of "unknown" / "prefer not to say" staff is 13%

Whilst the evidence shows discernible progress towards equitable Black, Asian and Multi-Ethnic representation at senior levels, it is important to note that evidence is not proof. We need to dig deeper to better understand the actual drivers and characteristics of change.

Figure 3: **2021 Ethnicity pay data**

Chart showing 2021 Ethnicity pay data with bars for:
- Black, Asian and Multi-Ethnic 2020
- Black, Asian and Multi-Ethnic 2021
- Black, Asian and Multi-Ethnic 2022

Reference lines:
- Average Black, Asian and Multi-ethnic staff 47.1% (2021 = 46.7%)
- London Black, Asian and Multi-Ethnic population 42.7% (based on ONS 2016 estimates

Pay band	2020	2021	2022
£10-20k	47.8%	51.5%	54.4%
£20-40k	47.7%	49.3%	49.7%
£30-40k	50.8%	51.8%	52.7%
£40-50k	41.7%	44.2%	45.8%
£50-60k	33.4%	35.9%	38.0%
£60-70k	26.4%	29.8%	31.1%
£70-80k	21.9%	24.1%	28.2%
£80-90k	18.2%	22.8%	23.1%
£100-120k	14.2%	17.3%	20.6%
£120-140k	18.9%	23.1%	25.3%
£140-160k	18.7%	5.6%	20.3%
£160k+	11.5%	15.7%	15.6%

Legend:
- Black, Asian and Multi-Ethnic 2020
- Black, Asian and Multi-Ethnic 2021
- Black, Asian and Multi-Ethnic 2022
- Average Black, Asian and Multi-Ethnic 2022
- London Black, Asian and Multi-Ethnic 2022

Getting Under the Surface of the 2021 Ethnicity Pay Data

To unpick the 2021 ethnicity and pay data, in October 2022 the Data Sub-Group, working alongside London Councils, commissioned a London-wide survey. The survey asked a series of simple questions aimed at teasing out insights from respondents. In total 15 out of 32 local authorities (just under half) responded to the survey. To that extent, while the results offer a perspective, they fall short of a complete picture.

Quantitative survey findings:

- The main factor that local authorities attributed to the increase in Black, Asian and Multi-Ethnic staff appointments at grades £50k and above, was the review of recruitment practices. This was followed by an increase in the number of appointable candidates of Black, Asian and Multi-Ethnic heritage, the impact of Black, Asian and Multi-Ethnic progression programmes and an increase in Black, Asian and Multi-Ethnic staff appointed to secondment roles.

- Breaking down the data further:
  - Black, African and Caribbean ethnic groups experienced the most significant change at grades £50k-£70k - 80% of respondents reported an increase, 13% reported no change and 7% reported a decline.

  - The other pay band where Black, African and Caribbean reported an increase compared to 2020 was the £70k-£100k pay band - 53% of respondents reported an increase, 27% reported no change and 13% reported a decrease.

  - At the £100k-£140k pay band, 40% of respondents reported an increase compared to 47% who reported no change and 7% who reported a decrease.

  - For the Asian and Asian British sub-categories, the change was most significant at grades £50k-£70k, where compared to 2020, 67% of respondents reported an increase, 20% reported no change and 7% reported a decline.

  - The other pay band where Asian and Asian British reported an increase compared to 2020 was the £70k-£100k pay band, where 53% of respondents reported an increase, 27% reported no change and 13% reported a decrease.

  - Less significant progress was made at pay bands £100k-£140k with 27% of respondents reporting an increase, 53% reporting no change and 13% reporting a decrease.

  - Asian and Asian British also saw movement at the pay band £140k and over, with 20% reporting an increase, 47% reporting no change and 13% reporting a decline.

- Six in ten respondents indicated that they are reviewing existing systems and processes to see where they can improve data captures for Black, Asian and Multi-Ethnic career progression. Two in ten respondents indicated that they had not made any changes to local arrangements as they had the data they need. The above is an interesting insight because it offers two tales of data efficacy, the first is a recognition of the need for effective data capture, while the second points to the need for effective data utilisation.

Backing up the survey responses, participating local authorities provided a wealth of qualitative information about their practices. Some examples include the following:

- Ensuring that there must be a shortlisted candidate from a Black, Asian and Multi-Ethnic background for recruitment at middle management and above.

- Leadership and management development programmes, including exclusively for Black, Asian and Multi-Ethnic management development.

- Role modelling current senior ethnically diverse staff and promoting communications from them to staff.

- Recruitment of a Human Resources Diversity and Inclusion Officer, to further the work on inclusive leadership and bring new and innovative ideas.

- Target setting to close pay gaps and reduce pay inequality.

Going forward, we will need to monitor these movements, evaluate trends and establish fact patterns. We are mindful that we only have one year of comparative data, however, there is optimism to share!

Communications and Engagement Sub-Group

The Tackling Racial Inequality Programme's First Event - Harnessing our Black, Asian and Multi-Ethnic Communities Talent

As part of celebrating Race Equality week, on 9 February 2022, the Tackling Racial Inequality programme welcomed colleagues from across London's partnership landscape to Lambeth Assembly Hall to explore how we can better harness our Black, Asian and Multi-Ethnic communities' talent.

The event was split into two parts:

- During the first part, learning and development sessions led by Rosemary Campbell-Stephens MBE and David Weaver were designed for our aspiring Black, Asian and Multi-Ethnic talent.

- The second part was a panel discussion chaired by Althea Loderick (Chief Executive, Newham Council), and featured Dr Habib Naqvi (Director, NHS Race and Health Observatory), Kim Wright (Chief Executive, Lewisham Council), Osama Rahman (Director of Analysis and Chief Scientific Adviser, Department for Education). We heard about a range of initiatives and ideas from panellists and the audience, particularly around themes of data, trauma, and action – you can read more in our post-event report.

> *"One thing that stood out for me was the call to think about the "causes of causes" of the lack of representation of Black Asian and Multi-Ethnic staff in senior roles in public services. We need to think about how our systems have been set up over decades and centuries to give us exactly what we have now. It will take time to change these systems and we'll need to be both patient and persistent."*
>
> **Event attendee**

Race Matters – The Tackling Racial Inequality Programme's Newsletter

A platform to share and amplify voices, ideas and perspectives is vital to any journey on race equality and is essential for sharing the programme's work and progress. We believe that to embed race equality in all that 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 created and continue to develop the programme's Race Matters newsletter.

Race Matters consists of blog contributions from senior organisational and political leaders in London local government, spotlights of good practice from boroughs, multimedia contributions from borough colleagues and the sharing of events across boroughs. We also use this newsletter to link up with, and mark, significant dates in the race equality calendar. To date, eight 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 share colleagues' voices, information and best practice and engage with people in London local government and beyond.

Our 2022 issues:

- Race Matters Issue 5 - In this edition, we looked back on how colleagues across boroughs celebrated Race Equality Week (held 7-13 February), including our first event as a programme. On behalf of everyone in the programme, we thanked our audience for their support over the past year.

- Race Matters Issue 6 - In this edition, we included reflections two years on from the murder of George Floyd, thoughts and conversations around racialised trauma following the event we held in February, and a contribution from the Data Sub-Group around the latest findings from borough ethnicity and pay data.

- Race Matters issue 7 – In this Black History Month special edition, we heard from Cllr Holland (LB Lambeth) on the importance of Black

History Month in London, shared boroughs' local events and the work of the Leadership in Colour programme, and Yvonne Okiyo reflected on Chris Kaba's death at the hands of police.

- [Race Matters Issue 8](#) – In this edition, Swazi Kaur introduced herself as the Tackling Racial Inequality programme coordinator, we heard from Cllr Butt (LB Brent) on the importance of Islamophobia Awareness Month in London and Shazia Hussain (Deputy CEX of LB Waltham Forest) on what Islamophobia Awareness Month means to her, and the role of councils in this space.

We would like to thank the following contributors:

- Rhiannon Davies, London Councils (Editor)
- Anna Wright, LB Camden and Comms co-chair
- Benjamin Vaughan, LB Havering and Comms co-chair
- Anna Friel, London Councils
- Nancy Hunt, London Councils
- Yvonne Okiyo, LB Hammersmith and Fulham
- Bernard Bruce, LB Newham
- Cllr Claire Holland, LB Lambeth
- Cllr Viddy Persaud, LB Havering
- Cllr Muhammed Butt, LB Brent
- Mathurini Visakan, LB Camden
- Merlin Joseph, London Innovation and Improvement Alliance
- Pauline Campbell, LB Waltham Forest
- Professor Patrick Vernon OBE
- Rashawn Thompson, NHS London
- Samantha Whittick, LB Ealing
- Serena Simon, LB Westminster
- Shazia Hussain, LB Waltham Forest
- Swazi Kaur, London Councils
- Paul Aladenika, LB Lewisham
- Tom Pickup, London Councils
- Tracey Connage, LB Harrow

Issue 5 — March 2022

RACE MATTERS
The TACKLING RACIAL INEQUALITY GROUP newsletter

Introduction from the programme: Welcome back to Race Matters. In this edition, we look back on how colleagues across boroughs celebrated Race Equality Week (held 7-13 February), including our first event as a programme. We are also sharing good practice, views on the event, and our first end of year report. On behalf of everyone in the programme, thank you for your support over the last year.

Race Equality Week: As part of celebrating Race Equality week, the Tackling Racial Inequality programme held its first event.

We welcomed colleagues from across boroughs, health, police, the voluntary sector, and beyond to determine what more we must do to drive progress towards race equality in local government, and to harness our Black, Asian and Minority Ethnic communities' talent.

The day began with fantastic and inspiring development sessions from Rosemary Campbell-Stephens MBE and David Weaver, designed for Black, Asian and Minority Ethnic staff. Rosemary's session delved into the concept of 'Global Majority' which focuses on empowering Black, Asian and Minority Ethnic communities. Meanwhile, David's session addressed personal accounts of racial injustice and microaggressions and explored themes such as positive action.

Part two welcomed insightful contributions from our excellent panellists Althea Loderick (Chief Executive, Newham Council), Dr Habib Naqvi (Director, NHS Race and Health Observatory), Kim Wright (Chief Executive, Lewisham Council), and Osama Rahman (Director of Analysis and Chief Scientific Adviser, Department for Education). The panel and audience discussions were honest, open and extremely thought-provoking, with themes around data, action, and trauma.

A big thank you to everyone who came and especially to those who shared their personal experiences with us. It was great to see so many colleagues both from the programme and elsewhere.

RACE EQUALITY WEEK

Voices: This edition we hear from:

LB Havering's Cllr Viddy Persaud on **why marking Race Equality Week matters.**

Issue 6 — June 2022

RACE MATTERS
The TACKLING RACIAL INEQUALITY GROUP newsletter

Introduction from the programme: Welcome back to Race Matters. In this edition, we have included reflections two years on from the murder of George Floyd, thoughts and conversations around racialised trauma following the event we held in February, and a contribution from the Data Task Group around the latest findings from borough ethnicity and pay data. We have also shared examples of good practice across London local government.

Serena Simon, Director of Communities at LB Westminster, reflects on two years since the murder of George Floyd: From the furore that gripped us back in May 2020, the frenzied narrative around Black lives needing to matter, really how much in local government (the conversation regarding change beyond local government is a much longer one) has changed?

To move beyond the initial emotional outrage to make sustained change requires a lot. Without it, progress for racial equality will be sporadic, tenuous and therefore of low significance.

I will focus on one area: recruitment and leadership. There has been a positive move in terms of representation at all pay levels in local government.

We should be heartened that the emphasis on ensuring good representation of the communities we serve across all levels in our organisations should mean good change, and therefore good things for our communities. Surely the positive increase should make us happy?

Racialised Trauma in the Workplace: Tracey Connage, Director of HR and Organisational Development at LB Harrow, reflects on how tackling racial inequality is about addressing the experience and outcomes of racism where it is now apparent that trauma plays a

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Issue 7 — Oct 2022

RACE MATTERS
The TACKLING RACIAL INEQUALITY GROUP newsletter

Welcome to the 2022 Black History Month special of Race Matters: Black History Month is a time for reflection and celebration. London's strength is its diversity and is built on a rich melting pot of history, tradition and culture. For 2022, the Black History Month theme is Time for Change: Action Not Words. Whilst Black History Month is a time for reflection, we must acknowledge and learn from our history to improve future outcomes with actions, not just words. Troubling events over the last few years have highlighted that we cannot be merely reactive, we must be proactive and purposeful in keeping race equality at the forefront of government agendas.

Ensuring great change relies on support from allies taking meaningful, long-term action in all spheres of life. This year's theme highlights that we cannot place the double burden on Black communities to both experience racism and fix it. If we are committed to allyship, it is time for change: action not words.

Read the full blog here

Cllr Claire Holland
Leader, LB Lambeth
London Councils' Executive member for Communities (Welfare, Empowerment and Inclusion)

BLACK HISTORY MONTH

Sadiq Khan, Mayor of London shares his message this Black History Month, that London simply would not be the city it is today without Black Londoners.

Black history is London's history, and we must never forget it.

Watch here

COVID-19 vaccination and reducing health inequalities: Black History Month 2022 gives us the opportunity to re-focus on reducing health inequalities.

A new programme, Inspire Black Londoners, was launched earlier this year to raise awareness of health interventions with the Black community and address the concerns of those at highest risk of poor health outcomes.

Black History Month 2022 events: In London we're proud of our diversity and the vibrancy this brings, both across the capital and in our local communities. That's why, during October, a huge range of events are being held across London to celebrate Black History Month.
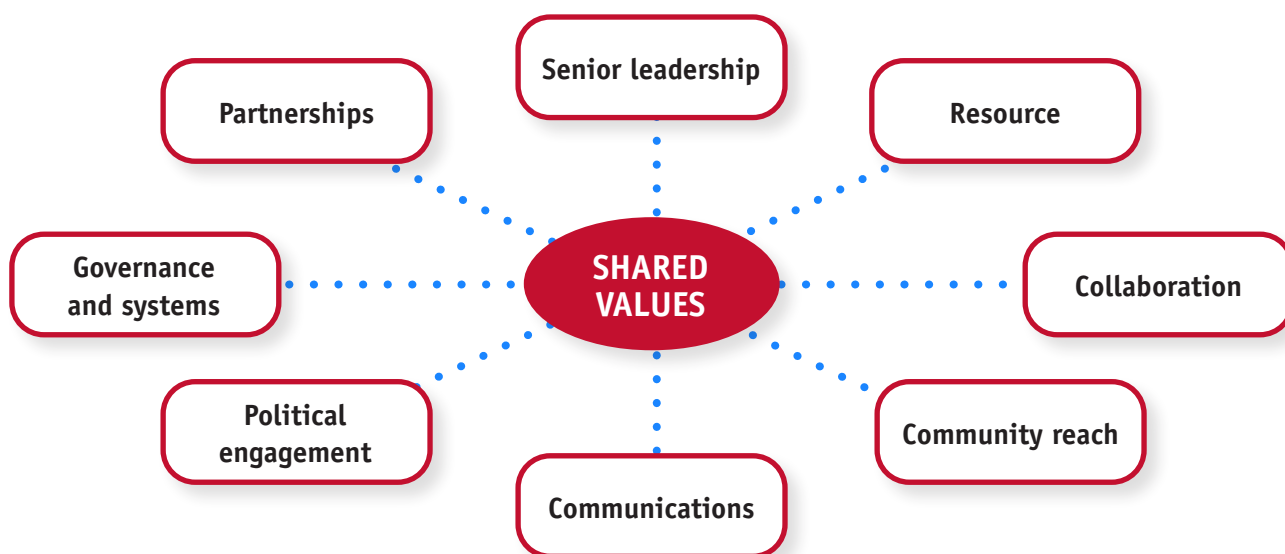
Our Strategic Action Plan – Looking to the Future

The programme has taken some much-needed time to reflect on our success over the past few years. We credit our achievements to a wide range of factors but some of our key drivers have included:

- Support, engagement and ownership from senior leaders, including the chairs of our working groups and the CELC Tackling Racial Inequality Group

- The passion and determination of dedicated volunteers (Please see annex 1 for our extended thanks and appreciation)

- Effective communication that amplifies the work of the programme and gets race equality on agendas

- The collaboration and buy-in from boroughs allowing for pan-London voice and initiatives

- Support and collaboration from our relevant partners

- A shared vision and purpose

To expand our reach in the future and continue our existing work to make the biggest impact possible, the programme needs to think strategically about how to move forward. We hope to engage meaningfully with the shared values we have outlined below, which were identified by our programme chairs and their relevant working groups.

Partnerships · Senior leadership · Resource · Governance and systems · **SHARED VALUES** · Collaboration · Political engagement · Communications · Community reach

Some of these strategic aims can be realised in the short term, whereas some will require medium to longer-term strategy and ambition. The working groups continue to embody their mission statements and are ensuring that their aims for the year ahead encompass, where applicable, the 'shared values' outlined above. Some of their objectives for the year ahead are outlined in the next section.

Aims for the Year Ahead

Demonstrating Leadership

The Anti-Racist Statement and CELC Tackling Racial Inequality Standard Pilot Scheme

The Anti-Racist Statement and CELC Tackling Racial Inequality Standard pilot scheme, which launched in January 2023, has been designed to support the assurance and accountability of the two products developed in 2022. It will also create an environment for pan-London sharing of practice, and monitoring of the products and their effectiveness. The pilot scheme will be coordinated by London Councils and the Demonstrating Leadership chairs. The programme will:

- Support and enable local race equity priorities and deliverables through sharing of practice, insight and evidence of initiatives.

- Work with local authorities through feedback groups, borough pairing schemes, London Councils and other professional networks, as necessary.

- Maintain overall oversight of the pilot scheme and report to CELC.

- Be supported by an evaluation framework.

We are thrilled to announce that thirteen boroughs have agreed to participate in the pilot scheme:

- Barnet
- Brent
- Croydon
- Ealing
- Hackney
- Havering
- Lambeth
- Newham
- Richmond and Wandsworth
- Southwark
- Sutton
- Tower Hamlets
- Westminster

A further five boroughs have agreed to adopt the products and provide the programme with regular feedback:

- Camden
- Hammersmith and Fulham
- Islington
- Merton
- Waltham Forest

We would like to extend our appreciation to the local authorities who have supported this initiative and dedicated their time and resources to pave the way for its future success. The pilot scheme will inform how we roll out these products to a wider audience in the latter part of 2023 and help the programme to identify key areas of strength and development for London local government race equality agendas. We will work towards engaging more partners in the medium to long term.

Large Employers

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. The Large Employers Working Group previously existed around four task and finish groups which were developing different workstreams:

- Culture task group.

- Inclusive leadership task group.
  - The definition of inclusive leadership has been determined as a *'management technique that helps all members of a team to feel as though they are treated with respect and equality'*.

- Career development and progression task group

- Diverse recruitment task group

The Large Employers Working Group is looking to refine and streamline its task and finish groups to work more efficiently and ensure that products are co-produced amongst all working group members.

Racial Trauma

As outlined earlier in the report, the Large Employers Working Group have initiated work around racial trauma. The group is looking to expand this work to identify gaps in support and develop new initiatives to fill these gaps.

Challenging and Improving Practice

The working group is planning a 2023 schedule for best practice-centred events which will also extend our reach into community-centred practice. They have kicked off the year with a roundtable discussion on best practice in procurement for blacked-owned small businesses. With small businesses being challenged on several fronts (recovery from the Covid-19 pandemic, inflation and energy costs), it is essential to explore what support we can provide to small businesses in our local areas. Black and Asian and Multi-Ethnic groups account for 300 billion in purchasing power, but only 16% of the UK's SMEs are from diverse communities and less than 1% of spend is spent only with ethnically diverse businesses. The event was an opportunity to learn from Dr Carlton Brown (author of the Black Entrepreneur Report), Westminster City Council's Responsible Procurement & Commissioning Strategy and LB Lambeth's projects in Brixton - The Brixton Immortals Dominoes Club and Growing Brixton's Rec Quarter.

The key messages from the event:

1) Be creative and innovative

2) Set goals and use KPIs

3) Connect and collaborate including with Networks

4) Put diversity and supply chain on the agenda of board meetings/inclusive panels

5) Understand your local market

6) Develop your procurement policy so that D&I is a priority focus

A follow up session will be held in the coming year to review strategies and discuss actions for the year ahead. In addition to this, the working group is committed to sharing at least two major challenging and improving best practice events in the coming year.

Communications and Engagement

Through the programme's current communication avenues, the working group aims to:

- Engage local government with the programme's work and race equality work more generally – to communicate the objectives, importance and impact of our work.

- Update and inform our audience on all working groups' progress and outputs from the programme.

- Encourage people and councils to get involved with the programme wherever there are opportunities – for example, by signing up for programme initiatives, utilising the programme's products, attending events or volunteering.

- Mark significant dates in the race equality calendar and share information – using these moments to amplify our work and purpose.

- Use compelling communications to organically grow our newsletter audience, and more generally ensure more people are finding out about our work across expanded channels.

To better achieve these aims, this year we are seeking to expand both our group and our work. In terms of channels we use, we have established a strategic forward plan for the newsletter this year, and recognise we have access to a range of networks through those involved in the work, as well as links into boroughs that are keen to share our message further. We want to utilise these networks as effectively as possible, as well as consider a media approach for the products and work the programme is developing.

In terms of the make-up of our group, we are eager to ensure it is diverse and representative and is made up of communications professionals at all levels. We see an exciting potential development opportunity for people who are earlier on in their comms careers, are passionate about race equality, and would like to gain experience drafting and editing content and working with colleagues across London. As such, we will be using our networks to push out volunteer asks.

Joining Forces: A Conference on Collective Action and Progressive Partnerships

The Tackling Racial Inequality programme held its second event on 28 March 2023. The day was split into two parts – the first part featured a development session for local government senior leaders, focusing on the importance of championing race equality agendas and supporting diverse and inclusive cultures. The latter part of the event hosted several speakers and a panel event, exemplifying how senior leaders across local government and our partners are innovating in this space. You can read one of the presentations, from John Azah OBE of Kingston Race Equality Council, here. We would like to thank the Local Government Association for hosting this event in collaboration with the programme.

Joining Forces panellists (l-r): Tracey Connage, Jonny Newton, John Azah, Shazia Hussain and Stuart Love (chair and host).

Tackling Racial Inequality Programme working group chairs: Musrat Zaman, Julie Foy, Jennifer Samuels, Juliet Amoa, Yvonne Okiyo, Courtney Richards at the Joining Forces Conference.

Data

Making the Ethnicity and Pay Exercise More Sophisticated

The Data Sub-Group will continue its annual ethnicity and pay exercise to build comparative understanding and is currently developing infographics to dynamically present the annual pay exercise and improve accessibility.

We are continuing ongoing work that approaches ethnicity classifications at the 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. This work has been re-profiled with Redbridge and Lewisham to test and develop localised approaches. The goal remains to see what can be learnt over the longer term, through data capture, application and evaluation. The long-term goal is to test a localised framework to use alongside the existing ONS ethnic classifications.

Building on insight from the annual ethnicity and pay exercise, we propose that there should be a single set of diagnostics for local authorities to enable standardisation and comparison in terms of career progression indices. Therefore, we will supplement our annual ethnicity pay exercise with data from across local authorities on market supplements, acting-ups, honoraria and spinal point uplifts (negotiated on appointment). These indicators have been identified as likely 'escalators to career progression' and as such, determining who is benefiting from them, will enrich the emerging picture of ethnicity and pay progression. Working in partnership with the West London Alliance, the group is looking to develop toolkits which will be available on Knowledge Lab for use by local authorities. We believe that this will go a long way to ensuring that the approach to data gathering and benchmarking is grounded in science, rather than supposition. Ultimately, we should aim to eliminate whatever constitutes best practice, by ensuring that it becomes common practice and business as usual.

Another strand of activity will intersect and collaborate with the work of the Large Employers' Working Group and focus on cultural competence. We are keen to better understand the relationship between the career progression of Black, Asian and Multi-Ethnic employees and the wider issue of inclusion and experience. The intention is to ensure that the TRIG programme isn't just attending to the volume measure (i.e., representation at every level) but also the value measure (i.e., respect and dignity at work).
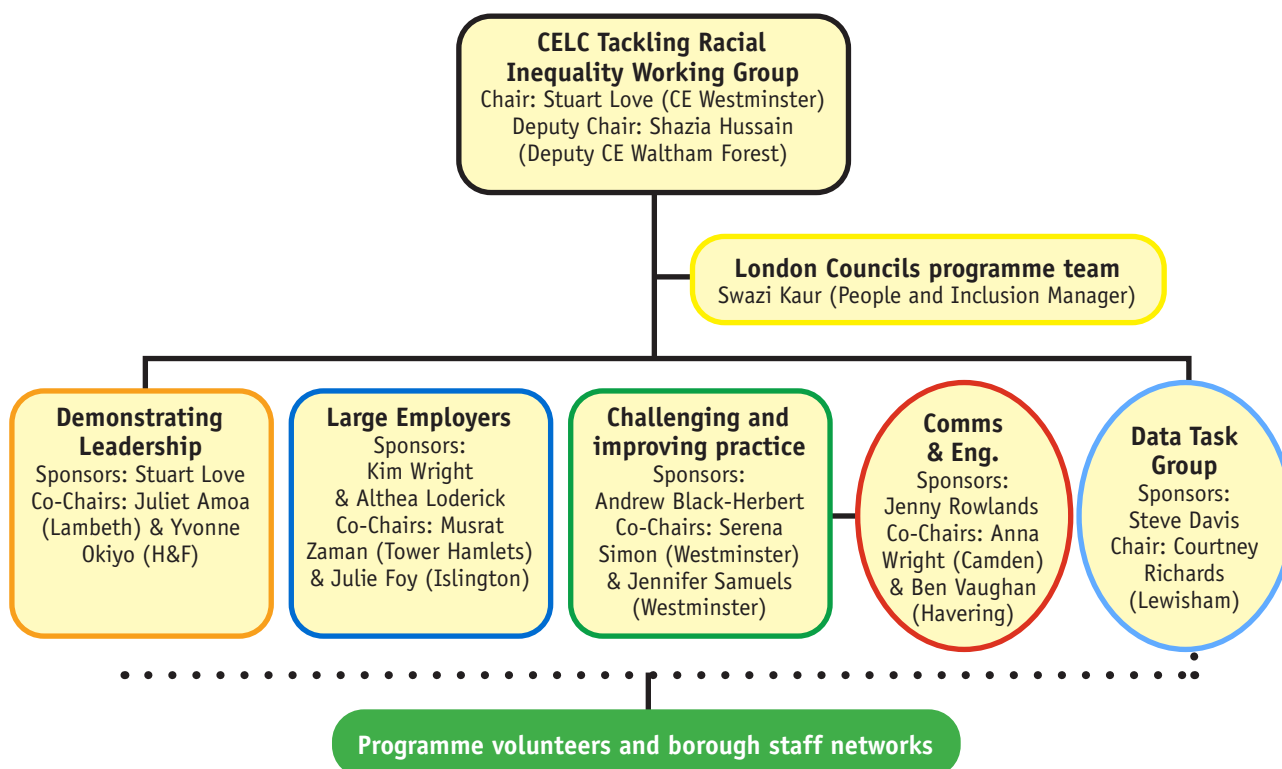
Partnerships

Much of our work to date has focused on organisational and sectoral improvement. 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 and our prospectus 2023 event. Well-attended events such as this help amplify the work of the programme and bring in perspectives from other London public agencies and invite challenges to our work.

This year we have expanded our partnership engagement, but as we look to the future, we want to strengthen these relationships and work more collaboratively. We would like to thank our dedicated partners that support and effectively challenge us:

- West London Alliance
- London Government Association
- GLA including the Structural Inequalities Board
- Solace
- London Innovation and Improvement Alliance
- Leadership in Colour Programme
- Global Majority Leaders Network

Governance and Systems – Refreshed for 2023

CELC Tackling Racial Inequality Working Group
Chair: Stuart Love (CE Westminster)
Deputy Chair: Shazia Hussain
(Deputy CE Waltham Forest)

London Councils programme team
Swazi Kaur (People and Inclusion Manager)

Demonstrating Leadership
Sponsors: Stuart Love
Co-Chairs: Juliet Amoa (Lambeth) & Yvonne Okiyo (H&F)

Large Employers
Sponsors:
Kim Wright
& Althea Loderick
Co-Chairs: Musrat Zaman (Tower Hamlets) & Julie Foy (Islington)

Challenging and improving practice
Sponsors:
Andrew Black-Herbert
Co-Chairs: Serena Simon (Westminster) & Jennifer Samuels (Westminster)

Comms & Eng.
Sponsors:
Jenny Rowlands
Co-Chairs: Anna Wright (Camden) & Ben Vaughan (Havering)

Data Task Group
Sponsors:
Steve Davis
Chair: Courtney Richards (Lewisham)

Programme volunteers and borough staff networks

Resource and Capability-Building

We would like to thank our 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. However, with all success comes challenges. This year we have experienced a high level of turnover on the programme and with local government coming under increasing amounts of pressure, time and capacity have been a real challenge for our volunteers.

This is an open invitation for colleagues across London local government and relevant partners to get involved. 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 that we can harness. 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 achieve.

Thank you to everyone who is taking part your resource is invaluable – if you want to get involved, or sign up for the Race Matters newsletter and programme bulletins to keep up to date on our progress and activities - please contact: Swazi.Kaur@londoncouncils.gov.uk.

"It doesn't matter how strong your opinions are. If you don't use your power for positive change, you are indeed part of the problem"

– Coretta Scott King

Style headings structure examples (see p.7)

Level 1: Demonstrating Leadership

Level 2: Race Equality, Language and Terminology Consultation Report

Level 3: Context

Level 4: 1. Specificity

Our achievements

This section of the report provides further detail on our key achievements for 2022/23. If you are interested in the products, you can find them on London Councils website here

Demonstrating Leadership

Race Equality, Language and Terminology Consultation Report

Context

In the last couple of years, there has been wide discussion around terminology, race, and ethnicity. While previously, public policy in the UK normalised the use of the acronym 'BAME or 'BME' to refer collectively to groups of ethnically diverse people. More recently there has been scrutiny of the collective acronym. The resurgence of the Black Lives Matter movement and the disproportionate impacts of Covid-19 on some Black, Asian and Multi-Ethnic communities have highlighted that collectivism is rarely fit for purpose. It is impossible to divorce our actions from the language we choose, and therefore, conscious language is a powerful tool for addressing injustices.

To engage meaningfully with our programme priorities, it is important to have the correct framework and language to reference Black Asian and Multi-Ethnic people and communities and to engage under-served communities in a language that is meaningful to them. Language is a powerful tool and crudely conflating diverse groups erases identity and leads to broad decision-making that does not recognise the ethnic disparities in the UK.

The programme's 'Demonstrating Leadership Working Group' set out to establish a partnership narrative around language and terminology through the lens of racial equality that advocates for the disaggregation of 'BAME, proposing that we must refer to our communities at the most granular level possible, where appropriate. In contexts where collectivism is appropriate (typically data collection and analysis), the working group wanted to understand participants' views on different collective terminology and its use for and amongst Black, Asian and Multi-Ethnic groups. The full report can be found here.

Method

The survey ran between 10 June and 22 July 2022 and received 903 responses spanning London's anchor institutions including local government, health, police, fire and the voluntary, community and faith sector.

The survey was mix-method collecting quantitative data for respondents' sentiments on the use of collective terminology and their positive and negative preferences of a list of nine collective terms that were provided, as well as allowing participants to suggest alternative terminology. The survey also collected qualitative responses to supplement participants' answers and describe their thinking and perspectives.

Overview

Building on previous research and public sentiment, the Tackling Racial Inequality programme does not support the use of the acronym 'BAME or 'BME'. Overall, respondents were not comfortable being categorised by a collective term that encompasses all backgrounds except White British. If collectivism is necessary, 'Ethnically Diverse' and 'Black, Asian and Multi-Ethnic' are the overall preferred terms. However, the qualitative responses of the research have allowed the programme to develop four guiding principles on language and terminology rather than prescribe particular terms:

1. Specificity
Be as factual as possible when referring to, presenting conclusions or findings, and making recommendations for ethnically diverse groups. It is recommended to avoid vague terminology that is all-encompassing and collective terminology should never be used for convenience.

2. Context

Only use collective terminology where necessary and be guided by the context of the situation and the content of the work reported on. If the context is not decisive, then use the preferred collective terms outlined in this report or use language interchangeably to reflect the complexity of individual and community identity.

3. Empowerment

Recognising that language is a powerful tool, choose terminology that centres on empowerment and positivity. This allows us to challenge historical labelling that infers marginalisation a nd discrimination, particularly avoiding the term 'minority'.

4. Choice and transparency

The value of choice is important for those who are typically referred to by collective terminology. The recommendation is to always engage groups and recognise their right to choose as well as the overall challenge in establishing a consensus on collective terminology. The approach to language and terminology should always be open and transparent and tailored to reflect the unique attitude of each organisation, community or individual. Therefore, the approach must recognise that within organisations groups and individuals will have different preferences. For example, staff networks may self-refer using different terminology than the organisational guidance recognises.

Conclusion

The report highlights that there is no agreed or shared approach to collective language, whether that be eliminating its use or selecting the most appropriate collective term for the context. For some, particular collective terms are empowering and reclaim aspects of identity, whereas for others collective terminology from its conception has clouded the richness of identities in the UK. While our qualitative findings have allowed us to develop the above four guiding principles, it is important to recognise that language is constantly evolving and adapting. The scope of work around language and terminology will continue to progress and evolve to reflect the most recent sentiments.

In the future, the Demonstrating Leadership Working Group hopes that with more resource it can expand the reach of this work to our communities.

Figure 1: **Are you comfortable being identified as part of a collective term that includes all people who are not White British?**
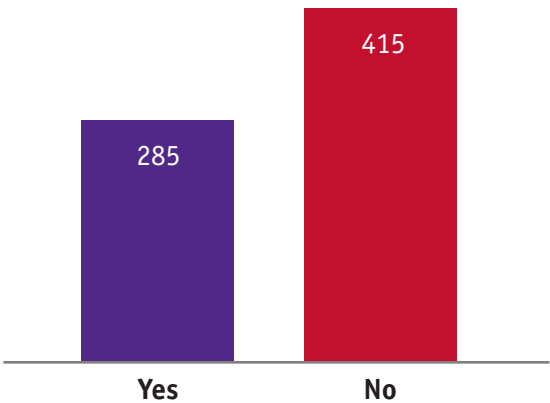
Figure 2: **Summed preference**