Leaders' Committee

The Tackling Racial Inequality Programme

Item no: 7

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Summary

This report summarises the aims and objectives of the London local government Tackling Racial Inequality programme in which London boroughs, with coordination from London Councils, collaborate to add value to borough work, through regional, pan-London activity. The programme brings local authorities together to develop new and innovative products which embed race equality and anti-racist culture into government agendas.

The Tackling Racial Inequality Programme presented two products at the Leaders' Briefing on 24 October 2022. This briefing provided information on, and an opportunity to discuss and steer, the two pieces of work developed by the Demonstrating Leadership working group – the London Local Government Anti-Racist Statement (Annex 1) and the Chief Executives London Committee's Tackling Racial Inequality Standard (Annex 2). This working group encourages boroughs to demonstrate visible leadership on the race equality agenda, both within authorities, but also across partnerships and our 'places'.

Leaders are invited to endorse these products so that Chief Executives and local government organisations can choose to implement them where these products add value.

Recommendations

Leaders' Committee is asked to:

1. Endorse the London Local Government Anti-Racist Statement (Annex 1) and the Chief Executives London Committee's Tackling Racial Inequality Standard (Annex 2).

2. Where these products add value to existing borough work, coordinate with Chief Executives to implement the statement and standard.

The Tackling Racial Inequality Programme – Background

1. 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.

2. The programme creation and subsequent development are driven by the Chief Executive's London Committee (CELC) Tackling Racial Inequality group, chaired by Stuart Love, CE Westminster, and Kim Wright, CE Lewisham.

3. Whilst 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. 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:

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

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

4. Three themes were established to deliver these priorities and help drive regional activity that adds the most value to boroughs:

    a. Demonstrating leadership

    b. Our role as large employers

    c. Challenging and improving practice across services.

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

5. 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.

6. The programme will initially focus on supporting boroughs that choose to implement the two products but will then move beyond this. Through coordination and facilitation of initiatives that contribute to the Statement and Standard over time, local authorities will build cultures that address and challenge wider inequalities in the medium to longer term. Working together as a whole system across London to influence other public bodies and civil society to adopt a common commitment and approach to tackling racial inequality.

7. 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. These examples of good practice exemplify how equality, diversity and inclusion networks across local authorities and the 200 volunteers from across London's local authorities on the Tackling Racial Inequality working groups are already championing the values outlined in the products, for example:

8. [London Borough of Barnet: Equalities, Diversity and Inclusion Dashboard](). The London borough of Barnet's comprehensive Equality, Diversity & Inclusivity dashboard aims to provide a three-dimensional picture of the organisation that can be used to benchmark against other authorities and provide insights into areas in need of improvement and measure the success of actions to address these.

9. [London Borough of Harrow: A Ground-breaking Approach to Organisational Change](). The London borough of Harrow commissioned an Independent Race Review by Patrick Vernon OBE, to survey 700 staff members. The findings from this informed the Race Equality Action Plan, focussing on the creation of safe

spaces, changing the organisation's culture and behaviour through leadership, training and development, and recruitment and retention.

10. [London Borough of Newham: Time to Talk](#). The London borough of Newham hosted three community 'Time to Talk' events, to identify where residents, borough staff, and partner agency members experienced racism, disproportionality and racial inequality, and to identify ways of reducing or preventing them.

11. [London Borough of Sutton: A New Approach to Anti-Racism in Children's Safeguarding.](#) The London borough of Sutton Children's Services has appointed an Anti-Racist Practice Lead, to deliver a strategic response targeting children's social care and safeguarding.

Programme Objectives

The Aims of the Anti-Racist Statement

12. The Tackling Racial Inequality Programme leads consider 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:

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

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

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

13. Through adopting the Statement, local authorities are encouraged to:

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

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

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

14. 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, local authorities can begin taking a consistent approach to driving change.

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

15. 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.

16. 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.

17. 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 it responds to what matters most and adds value to London.

How the Programme will work

18. Whilst the London Local Government Anti-Racist Statement and the Chief Executives London Committee's Tackling Racial Inequality Standard are two distinct products, the CELC Tackling Racial Inequality Standard is integral for the assurance and accountability of the Anti-Racist Commitment statement. If boroughs choose to adopt the Anti-Racist Commitment statement, the programme offers routes – a pilot scheme, feedback groups and borough pairing schemes - to also adopt the CELC Tackling Racial Inequality Standard to monitor, learn and develop in a meaningful way on our journey to achieving an anti-racist culture.

19. The CELC Tackling Racial Inequality Standard pilot scheme has been designed to support the assurance and accountability of these products, as well as create a pan-London sharing of practice and monitoring of the products and effectiveness. The pilot scheme will be coordinated by London Councils.

20. The programme will –

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

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

- London Councils will maintain the overall oversight of the pilot scheme launching in January 2023 and report to CELC (it is anticipated that the pilot scheme will operate for six months and will be kept under review).

- Be supported by an evaluation framework.

Recommendations

Leaders' Committee is asked to:

1. Endorse the London Local Government Anti-Racist Statement (Annex 1) and the Chief Executives London Committee's Tackling Racial Inequality Standard (Annex 2).
2. Where these products add value to existing borough work, coordinate with Chief Executives to implement the statement and standard.

Financial Implications for London Councils

London Councils provides dedicated support to the Tackling Racial Inequalities Programme through its People and Inclusion Manager. The Chief Executives London Committee, which established the dedicated Tackling Racial Inequality Working Group, is supported by approximately 200 volunteers from across London's local authorities. The resources required to support the programme will be reviewed during the pilot phase as boroughs implement the Local Government Anti-Racist Statement and the Chief Executives London Committee's Tackling Racial Inequality Standard.

Legal Implications for London Councils

There are no legal implications for London Councils.

Equalities Implications for London Councils

London Councils is required to have due regard to its obligations under the Equalities Act 2010, particularly the Public Sector Equalities Duty.

The Tackling Racial Inequalities Programme aims to support the work that individual boroughs are undertaking to respond to needs within all the protected characteristics (Equality Act 2010), and groups that are particularly underrepresented or more affected by the issues impacting London.

London Local Government Anti-Racism Statement

Purpose of statement, how it was developed, what next?

- To ensure there is a consistent approach across London, adopted by all local authorities, that is further underpinned by the CELC Tackling Racial Inequality Standards.

- The primary audience is the public and stakeholders who can hold local government to account.

- The statement has been developed by a working group of officers convened by CELC. We started by generating ideas about the key features we would want to see in a statement. This enabled some very open discussion about what to include and why. The statement was then refined over the course of two sessions.

- It has been reviewed by all other working groups on the Tackling Racial Inequality programme.

- The Anti-Racist Statement and CELC Standard was tabled at CELC on 21 October 2022 and we gained with regards to authorities adopting the statement and further.

- The Anti-Racist Statement and CELC Standard was briefed to Leader's on 24 October 2022 with the aiming of achieving sign-off by 13 Dec 2022 Leaders' Committee.

Why it matters that we take an anti racist approach

All local authorities should be committed to taking an anti racist approach because the most damaging aspects of inequality and racism are embedded in society. It is not enough to "not be racist" or to foc on tackling conscious hatred, like racial abuse. It is everyone's responsibility to proactively and continuously:

- Unpack and reset beliefs, assumptions and values;
- Take action when we observe racism come into play, in beliefs, assumptions and values and the decision and actions that follow, however subtle;
- Be humble and educate ourselves in what we don't know about racial inequalities and racism that exists, rather than putting the onus on others to educate us.

The commitment

Our collective commitment to achieve racial equality focuses on what London councils can do togethe
to have a positive impact on life outcomes at all stages, including in relation to health and wellbeing,
employment and education. This is about social justice and promoting equality because all Londoners
should be able to reach their potential in all spheres.

To be proactive in meeting this commitment, we expect all local authorities to:

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

2. Shape solutions by listening to residents, communities and frontline staff and by responsibly
   drawing on their lived experience to understand what the issues are and what works, without
   putting the burden on them to educate us.

3. Set expectations of leaders to make the connection between achieving positive outcomes, their
   own leadership style and diversity, and to take personal responsibility for what they can do now t
   bring about change. This acknowledges that residents have worked hard to achieve social justice
   and rightly expect to see leadership that reflects their position, to see action, and to be part of
   solution.

The common approach

This commitment to achieve racial equality should be publicly adopted by all local authorities using a consistent approach driving change. Everyone should:

1. Work together as a whole system across London and influence other public bodies and civil society to adopt a common commitment and approach to tackling racial inequality.

2. Build on strengths in communities and be ready to devise solutions with them.

3. Focus on changing our institutional leadership and organisational cultures.

4. Understand and acknowledge that racism is a form of trauma, which impacts on individuals and communities, and can also be intergenerational and that the answer is not just about support for individuals but undoing the systems and processes within our organisations which continue to do harm.

5. Use the disaggregated data intelligently to inform policy and planning. We need to look at where there are patterns of discrimination experienced by ethnically diverse groups, but also move beyond the 'broad brush' data about communities from Black, Asian and Multi-Ethnic backgrounds. This means understanding specific needs, impacts and experiences of distinct groups and taking an intersectional approach to identifying and tackling issues by recognising that there is diversity within all groups: socio-economic background; gender; sexuality; faith and other identities that can exacerbate and compound racial inequalities. A central component and initial step is for all local authority to openly publish ethnicity pay data.

Version 14

London local government: Chief Executives London Committee's Tackling Racial Inequality Standard

Strategic Context

The Coronavirus Pandemic has affected us all, however, the ways in which we have experienced the pandemic have not been the same. Across London, Black, Asian and Ethnic Multi-Ethnic communities[1] have been disproportionately affected by COVID-19, which has highlighted and exacerbated structural inequalities. The impact of these inequalities spans key areas of everyday life, including housing, education, health, the criminal justice system and employment[2].

Alongside this, the resurgence of the Black Lives Matter movement has reminded us that efforts to tackle racial inequalities have not advanced far or fast enough, and significant challenges remain for Black, Asian and Ethnic Multi-Ethnic communities across London. Feelings of enormous frustration and anger about the ongoing scale of racial injustice that confronts London are at the forefront of our collective consciousness.

In response to these long-standing challenges, the London local government Tackling Racial Inequality Programme, which drives collaborative action and activity across the sector, has reflected on the role of local authorities in addressing racial injustice. The CELC Tackling Racial Inequality Standard has been developed to benchmark objectives on race equality allowing London local authorities to self-assess their work programmes, initiatives and practices to measure success.

Our Duty

Local authorities strongly believe in their moral duty to tackle social injustice, building boroughs in which all Londoners can thrive. Additionally, evidence finds that greater diversity and inclusion, and being proactive in addressing challenges in these areas, improve business outcomes and productivity[3].

The Public Sector Duty: The Equality Act 2010 requires public bodies to have due regard for **eliminating discrimination, advancing equality of opportunity and fostering good relations between different people when carrying out their activities**. This includes specific duties for engagement by public authorities. Currently, the London local government perspective is that the duty does not go far enough to guide and encourage effective implementation. London is the most ethnically diverse city in the UK - it has the smallest proportion of White residents and the largest proportion of Black, Asian and Multi-Ethnic residents compared to other regions (see Census 2011). To reflect this, London boroughs believe we must be more deliberate and proactive in our duty to tackle racial inequality and injustice.

London local government: CELC Tackling Racial Inequality Standard

The CELC Tackling Racial Inequality standard is a self-assessment tool designed for London local authorities. Local authorities can benchmark their current work programmes, initiatives and practices on race equality against each category in the Standard. Crucially, the Standard describes the level of practice required of local authorities to meet the minimum to exemplary standards on racial equality. We encourage authorities to use the criteria to improve their current standards embracing continued improvement with the aim of 'leading practice' in all categories.

The Standard is informed by and celebrates local initiatives and builds a model to assess the impact of these initiatives to cultivate pan-London shared learning and good practice. This product seeks to support and encourage organisations to transition from compliance-based models on race equality to values-based structures[4] where there is a clear commitment to improvement, and every employee recognises the value of change and delivers on

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[1] The London local government Tackling Racial Inequality programme recognises the importance of language and terminology. There is work currently underway across London to determine a common narrative and collective term(s) to collectively describe Black, Asian and Multi-Ethnic communities, in the meantime this document adopts 'Black, Asian and Multi-Ethnic communities/people/residents as a recognised term that openly identifies those communities that are being referred to.

[2] See The London Recovery Board's report Building a Fairer City which outlines key issues, evidence and call for action around tackling structural inequalities including around race and beyond.

[3] See range of sources, including from CIPD and Business in the Community.

[4] Compliance vs Value-Based organisation: See glossary for definition

expectations embedded within the workplace culture. The Standard emphasises integrity, dignity, respect, openness and transparency, and embraces continuous improvement.

There are three levels of practice set out in the Standard.

- **Developing practice** – Limited or no compliance with the Standard's category, however, there is evidence of some commitment (internal and/or public) to positive change and improvements. Lacking the values and behaviours of a diverse and inclusive organisation[5] with no or little evidence of meeting the requirements of the Equality Act 2010, but recognition and some evidence of progress around the race equality journey.
- **Established practice** - Partially compliant with the Standard's category with definitive commitments and plans within the organisation to change and improve. Demonstrating some values and behaviours of a diverse and inclusive organisation and meeting the requirements of the Equality Act 2010.
- **Leading practice** – Fully compliant with the Standard's category with clear commitments and plans that are being delivered and evaluated. Demonstrating values and behaviours of a diverse and inclusive organisation and exceeding the requirements in the Equality Act 2010.

Desired Outcome

London local authorities will be able to demonstrate a strategic and coordinated approach to tackling racial inequality which is reinforced by values, behaviours and activities that support individual councils. This will help ensure our individual and collective action reflects the needs of London and that, as a city, we are leading by example on the issue of tackling racial inequality, injustice and disproportionality. The Standard enables local authorities to reflect on and improve their practice across seven categories:

1. **Strategic Leadership and Management:** Executive leaders use their influence on people, organisations and external stakeholders to push forward diversity and inclusion agendas. They create systems of clear accountability and evaluation of impact.
2. **Employee Lifecycle:** Racial equality is embedded in the systems, processes and practices to eliminate all forms of discrimination in the employee lifecycle and has established an anti-racist organisation and culture. This includes recruitment, induction, supervision, training and development, retention and reward, disciplinary and grievances, policies and procedures.
3. **Data Governance:** Data is collected consistently, completely and accurately to understand race-related challenges and inform solutions. Data is widely published, interpreted and analysed to support the organisation's mission to be open and transparent and embrace continuous improvement.
4. **Policies and Processes:** Internal policies and processes are clear and robust in fostering an anti-racist culture, supporting staff and ensuring dignity at work.
5. **Strategies and Action Plans:** There are clear, co-developed and resourced strategic ambitions and actions in place to deliver change and impact.
6. **Staff Networks:** There is a prevalent and well-supported staff network(s) in place to drive, recommend and deliver change within the organisation and for service delivery.
7. **Community engagement:** Community engagement is inclusive, transparent, and meaningful. It has been developed with careful planning, collaboration and co-design with a commitment to a sustainable participatory culture.

Scoring against the categories

To help support an organisation's race equality journey the Standard has been constructed to enable scoring against each category. Each category includes a score range that can be used to help understand and capture whether an organisation is at the developing, established or leading level.

Points per practice level:

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[5] Diverse and inclusive organisation: See glossary for definition

- None: 0 points
- Developing practice: 1 point
- Established practice: 2 points
- Leading practice: 3 points

The score ranges have been calculated using the following methodology:

- Developing practice – this ranges from 0 to the equivalent of scoring all available developing practice combined with reaching all available established practice in the remaining criteria, where the developing practice is not available. E.g., in Category 1 there are six established practice levels, two of which include developing practice levels – therefore the top score within developing practice is *2 points* (reaching the two developing practice levels) + *8 points* (reaching the four remaining establishing practice levels) = *10 points.*

- Established practice – this ranges from exceeding the top score in developing practice to meeting all available established practice combined with reaching all available leading practice in the remaining criteria, where established practice is not available.

- Leading practice – this ranges from exceeding the top score in established practice to meeting all the leading practices within the category.

An example of the scoring system working in practice can be found at the end of this document.

Category 1: Strategic Leadership and Management
Executive leaders use their influence on people, organisations and external stakeholders to push forward diversity and inclusion agendas. They create systems of clear accountability and evaluation of impact.
<u>Score ranges:</u>
- Developing: 0 – 10
- Established:11 – 18
- Leading: 19 – 22

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
Senior leadership (executive and political) have publicly committed to reducing inequality, fostering good relations and challenging discrimination.	A senior 'race' champion is appointed who acts as an ambassador for race and is responsible for driving and delivering change and impact - this should be an existing senior officer and/or Member or Cabinet Member.	Senior leaders personally challenge race inequalities and drive an improvement agenda. Senior leaders can demonstrate their commitment to equality in decision-making and how this informs the way the organisation responds to challenges. This includes a commitment to personal development, such as EDI training for addressing bias and microaggressions.
Roles and responsibilities addressing racial inequalities are not clearly defined and there is a lack of understanding of the risk and impact of organisational decisions on diverse communities.	Roles and responsibilities addressing racial inequalities are clearly defined and there is an understanding of the risk of organisational decisions, but the impact of these decisions is not improving outcomes for diverse communities.	Roles and responsibilities addressing racial inequalities are clearly defined and the impact of organisational decisions has improved outcomes for diverse communities as evidenced by Equality Impact Assessments (EQIA)[6].
	A public organisational statement for tackling racial inequalities in the workforce, communities and services they deliver.	
	Addressing racial inequalities is explicit in the organisation's strategic objectives.	

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[6] An Equality Impact Assessment (EQIA): see glossary for definition.

	The senior leadership team has performance objectives on equality, diversity and inclusion (EDI).	The senior leadership team has performance objectives on EDI with an explicit action plan and accountabilities for racial inequalities.
	People managers have performance objectives on EDI.	People managers have performance objectives on EDI, with an explicit action plan and accountabilities for racial inequalities.
		Dedicated leadership meetings focus on EDI, creating actions, identifying racial inequalities, tracking progress, and ensuring accountability.
		Senior leaders and managers can demonstrate instances of allyship around race practice and race-related issues.

Category 2: Employee Lifecycle
Racial equality is embedded in the systems, processes and practices to eliminate all forms of discrimination in the employee lifecycle and has established an anti-racist organisation and culture.
Score ranges (across A – E):

- Developing: 0 – 36
- Established: 37 – 59
- Leading: 60 - 75

Category 2a: Recruitment[7]

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
Data is collected but not analysed, nor used to support diversity initiatives or prioritise inclusion at any stage of recruitment, including longlisting, shortlisting, interview and appointment.	Collected data is analysed and used to support diversity initiatives that prevent discrimination and prioritise inclusion at each stage of recruitment, including the application process, job description, specification, and advertising space.	Collected data is analysed and used to support diversity initiatives that prevent discrimination and prioritise inclusion at each stage of recruitment, including the application and assessment process, job description, specification, and advertising space.
	Mandatory EDI recruitment training for all hiring managers, including combatting types of bias.	Mandatory EDI recruitment training for all hiring managers, including combatting types of bias and anti-racist hiring practice. Specialist EDI training and initiatives for the hiring process in SLT.
	There is an assessment of recruitment systems to evaluate how algorithms affect diverse and inclusive recruitment and there are efforts to address system shortcomings.	Recruitment systems are routinely evaluated to ensure they are as effective as possible in supporting diverse and inclusive recruitment. Updates to the system are made to help facilitate this/
	There is an EDI representative on every interview panel and an EDI question within the interview process, which prevents mobilisation bias and improves outcomes.	There is an EDI representative on every interview panel and an EDI question within the interview process, which prevents mobilisation bias from delivering exemplary outcomes.
	An annual review of appointments against organisational recruitment targets, including a	

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[7] At a regional level the latest ONS data (2019) estimates 43% of Londoner's are from White British backgrounds, this could act as an informal target for the London local government workforce, although borough's should also assess themselves against their local population.

	comparison of appointments' diversity make-up against the longlist of applicants.	
		Anonymisation of all recruitment practices and publishing of recruitment panels.
		Pre-application workshops and events for candidates from Black, Asian and Multi-Ethnic backgrounds.
The workforce is not reflective of the local community at any level of the organisation	The workforce is reflective of the local community at some levels of the organisation.	The workforce is reflective of the local community at all levels of the organisation.
	Simplification of job adverts including a review of the relevance of requested qualifications and recognitions of the variety of global qualifications.	

Category 2b: Induction and Supervision

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
Collected documentation of organisational development processes, including probation reports and appraisals, are presented to senior leadership but are not successfully used to support EDI initiatives.	Collected documentation of organisational development processes, including probation reports appraisal, are presented to senior leadership and are used to support EDI initiatives with some impact.	Collected documentation of organisational development processes, including probation reports and appraisals, are presented to senior leadership and are used to support EDI initiatives with a positive impact on the whole organisation.
	EDI is part of the mandatory induction for all staff.	EDI is part of the mandatory induction for all staff. There is the monitoring of workforce attendance, evaluation of training results and staff feedback.

	The career induction provides information and advice on career pathways (principle 5 – Race at Work Charter[8]).	
	Supervision meetings include EDI discussions to support Black, Asian and Ethnic Multi-Ethnic staff members and this information feeds into their annual appraisals.	Supervision meetings include EDI discussions to support Black, Asian and Ethnic Multi-Ethnic staff members and this information feed into their annual appraisals. There is robust evidence of learning and actions taken from this process.
	Line managers have EDI objectives that support Black, Asian and Ethnic Multi-Ethnic members of their teams (principle 5 – race at work charter).	Line managers have EDI objectives that support Black, Asian and Ethnic Multi-Ethnic members of their teams (principle 5 – race at work charter) with an explicit action plan and accountabilities for racial inequalities.
		Senior officers have EDI objectives that support initiatives, such as mentoring, being a mentee and development through sponsorship.
		A clear understanding of the business case and explicit commitment to a diverse and inclusive workforce. Annual reports are published to detail the organisational value of EDI.

Category 2c: Training and Development

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
Inclusive mentoring programmes are established with a matching scheme.		Inclusive mentoring and reverse mentoring programmes are established with a matching scheme that provides mentor support.
Black, Asian and Ethnic Multi-Ethnic staff and line managers have regular 1-2-1 meetings,		

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[8] Business in the Community: Race at Work Charter

which focus on career aspirations and development.		
There are dedicated resources available and accessible for supporting the development of Black, Asian and Ethnic Multi-Ethnic staff.		
	Facilitator-led workshops are mandatory for all staff focusing on anti-racism and EDI, including types of bias and micro-aggressions.	
	Data arising from annual staff surveys are used to design EDI training.	Data arising from annual staff surveys and facilitated safe spaces are used to design EDI training.
	Mandatory EDI recruitment training for all hiring managers, including combatting types of bias.	Mandatory EDI recruitment training for all hiring managers, including combatting types of bias and anti-racist hiring practice. Specialist EDI training and initiatives for the hiring process in Senior Leadership Teams.
		Leadership training is specifically designed for Black, Asian and Ethnic Multi-Ethnic staff to facilitate the progression of diverse staff and close the ethnicity pay gap.

Category 2d: Retention and Reward

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
Pay data demonstrates an ethnicity pay gap.	Measures have been introduced to close the ethnicity pay gap.	Pay data demonstrates that there is no ethnicity pay gap.
	Funded sponsorship (i.e., championing and supporting) of redeployment, secondment, acting up and other opportunities for Black, Asian and Ethnic Multi-Ethnic staff (principle 5 – race at work charter).	Funded sponsorship (i.e., championing and supporting) of redeployment, secondment, acting up and other opportunities for Black, Asian and Ethnic Multi-Ethnic staff (principle 5 – race at work charter) with defined ethnicity targets which are consistently reported on.

Category 2e: Disciplinary and Grievances

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
	There are clear and communicated procedures for addressing race-related disputes within the organisations.	There is an independent process established for reporting, investigating and resolving race-related disputes within a given time period.
Data is captured from areas of the employee lifecycle that disproportionally affect Black, Asian and Multi-Ethnic groups but delivers little impact in this area.	Data is captured from the employee lifecycle and demonstrate there are no negative impacts on Black, Asian and Multi-Ethnic groups.	Data is captured from the employee lifecycle and demonstrates there is a positive impact on Black, Asian and Multi-Ethnic groups, as well as the whole organisation.
	There is a broad understanding of racial trauma within the organisation.	Open and safe spaces are provided for colleagues to address and heal from racial trauma. There is an appreciation and understanding of how different ethnic groups have unique identities and are impacted differently by traumas. The organisation adapts to meet induvial needs and provides education on whiteness and white privilege.

Category 3: Data Governance
Data is collected consistently, completely and accurately to understand race-related challenges and inform solutions. Data is widely published to support the organisation's mission to be open and transparent and embrace continuous improvement.
Score ranges:
- Developing: 0 – 10
- Established:11 – 12
- Leading: 13 – 18

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
There is a collection of workforce ethnicity data.	Detailed and expansive workforce ethnicity data is regularly published on the organisation's website and analysed. Actions are taken to address disproportionality/close any gaps.	Detailed and expansive workforce ethnicity data is regularly published on the organisation's website. The workforce ethnicity data is compared to other local government organisations, especially those with leading practices, and national targets. Comparative analysis is used for priority/ objective setting.
	The organisation can evidence how its data has been used to challenge practice and demonstrate actions undertaken to address existing issues and improve practice	The organisation consistently compares its data to other local authorities, using comparative analysis for objective setting, to facilitate further improvements. In cases where the organisation is exceeding the practice of partnership organisations, it exports its practice to aid the development of other local authorities. The organisation utilises membership bodies, such as London Councils, and networks to collaborate with other local authorities.
	The organisation takes positive action to encourage staff to disclose ethnicity – the percentage of 'unknown or non-disclosed' ethnicity is less than 10% of the organisation.	The organisation takes positive action to encourage staff to disclose ethnicity – the percentage of 'unknown or non-disclosed' ethnicity is less than 5% of the organisation.
	Ethnicity pay data is collected and stored.	Reports on ethnicity pay data are published annually. The report includes actions that local authorities take to narrow the ethnicity pay gap and progress made in absolute and comparative terms. It should also include details

		of partnership work with other public sector organisations to promote pay equity.
	Organisational data is robust enough to use for Equality Impact Assessments (EQIAs).	Organisations are committed and able to collect accurate, complete and timely data to shape key decisions. Robust data is used to help ensure that local authorities better understand the full range of risks and negative impacts facing local communities and the policy options available to mitigate them
The organisation has processes and systems to capture data from the employee lifecycle.	The organisation has processes and systems to capture data from the employee lifecycle and publishes it on the organisation's website.	The organisation has processes and systems to capture data from the employee lifecycle and publishes annual reports analysing the findings. Reports include actions that will be taken to address areas of concern and an update on actions that were taken in the previous year.

Category 4: Policies and Processes
Internal policies and processes are clear and robust in fostering an anti-racist culture, supporting staff and ensuring dignity at work.
Score ranges:
- Developing: 0 – 2
- Established: 3 – 13
- Leading: 14 – 15

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
Policies and procedures that tackle race inequality in the workplace have been developed.	Race equality is embedded into processes and procedures, particularly Dignity at Work policy, and they are communicated to the workforce in all areas of the organisation – following the principle of a values-based organisation rather than compliance.	Race equality is embedded into processes and procedures, particularly Dignity at Work policy, and there is an explicit commitment to and evidence of building an anti-racist culture.
		The organisation can evidence change/improvement in habits, behaviours and ways of working via informal and formal mechanisms such as staff surveys, staff networks, and 360 feedback across all levels in the organisation.
Equality Impact Assessments (EQIA) are completed but lack careful consideration, particularly on implications around race equality.	Robust guidance for completing Equality Impact Assessments (EQIA) is available and consistently followed. There are demonstrable learnings from the Equality Impact Assessments.	Robust guidance for completing Equality Impact Assessments (EQIA) is available and embedded into workplace practice. Learning from EQIAs is systematically used to inform organisational thinking, planning and action in terms of policy formulation, commissioning decisions, workforce planning and more.
		Wider commitment to anti-racist policies and processes by setting clear expectations and standards for partner organisations.

	Exploratory work encompassing the voice of affected communities has established clear guidance on the appropriate language and terminology for referring to Black, Asian and Multi-Ethnic communities in the workplace.

Category 5: Strategies and Action Plans
There are clear, co-developed and resourced strategic ambitions and actions in place to deliver change and impact.
Score ranges:
- Developing: 0 – 5
- Established: 6 – 9
- Leading: 10 – 11

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
An approved race inequality strategy and action plan is informed by data.	Race equality strategies and action plans are co-developed, co-delivered and communicated with staff, residents and partners across the borough.	Race equality strategies and action plans are embedded across the organisation, evaluated and updated annually. There is evidence of active and reflective learning.
	Performance against the action plan is measured and published annually.	To demonstrate and evidence the positive impact of the implementation of the Action Plan.
	A formal mechanism for sharing best practices (approaches, programmes and lessons) with neighbouring authorities.	
		The Organisational Development (OD) workforce strategy drives cultural change by challenging organisational EDI targets and establishing clear mechanisms that demonstrate and measure behavioural change at all levels of the organisation.

Category 6: Staff Networks and Trade Unions
There is well support staff network(s) in place to drive, recommend and deliver change within the organisation and for service delivery.
Score ranges:

- Developing: 0 – 14
- Established: 15 – 23
- Leading: 24 – 27

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
A safe environment is fostered to allow staff open and honest conversations about race-related issues.		
Race equality staff network runs effectively with the organisation recognising and respecting the dedicated resource staff offer to the network.	Staff are actively signposted to the race equality staff network.	Staff networks are intersectional by nature and initiatives are co-designed. There is an ongoing process for consultation and collaboration and regular engagement sessions with staff.
	The race equality staff network is formally consulted on new council policies and strategies.	
	Staff networks have appointed a Senior Responsible Officer.	
	Staff networks have a working relationship with senior leadership to raise any concerns.	Staff networks maintain regular dialogue with senior leadership and support the development of initiatives, policies and processes providing opportunities for diverse voices to be part of senior leadership decision-making processes.
	Evidence that initiatives in the race equality staff network are being delivered through the staff participative approach.	
	Open forums and repositories for colleagues to share learning and best practice.	

		Staff networks work closely with HR to ensure the council includes the voice of employees in EDI work.
		Staff networks hold senior leadership accountable to the Chief Executive
The organisation via a trade union provides a safe space for staff to discuss race-related employment issues. Trade unions exercise their right to represent the interest of their members and to work for improved conditions of employment and work.	The organisation and trade unions agree on the pursuit of these shared race equality objectives between the employer and staff and it is contained in a recognised agreement which is facilitated by negotiation consultation and agreement.	The successful membership agreements between the unions and the employer benefit both parties and assist with fostering good employment relations and provides a continued opportunity for employees to raise issues around race equality matters.
Trade union membership provides collective and individual representation for staff and a single voice with a key mandate to reduce racial disparities in the workplace and protect the interests of its Black, Ethnic and Multi-Ethnic members.	Trade unions play a vital role in ensuring that employers develop and are committed to supporting race equality objectives, through strategies, data collection and policies that align with the Equality Duty and other statutory legislative measures.	The trade union ensures that managers can be made accountable for decisions related to race equality.

Category 7: Community Engagement
Community engagement is inclusive, transparent, and meaningful. It has been developed with careful planning, collaboration and co-design with a commitment to a sustainable participatory culture.
Score ranges:
- Developing: 0 – 9
- Established: 10 – 16
- Leading: 17 – 21

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)
There is a constructive dialogue between staff and communities to identify issues related to racial inequality.	There is engagement with some parts of the community, including careful planning and preparation to tackle issues related to racial inequality.	There is engagement with all members of the community, including exemplary and inclusive planning and preparation to tackle issues related to racial inequality.
	There is clear guidance in place to support inclusion and demographic diversity, however, there are still barriers to this practice.	There is clear guidance in place to support inclusion and demographic diversity and the voices of Black, Asian and Multi-ethnic Communities, including their lived experiences, are heard and valued.
	Collaboration and shared purpose are concepts that are being developed into practice but are not yet consistent in all communities.	Collaboration and shared purpose are supported and encourage communities, and relevant stakeholders to collaborate and co-design.
	Openness and learning are encouraged in principles but may not always be realised in practice due to predetermined outcomes.	Openness and learning are achieved through a mechanism which allows all voices a platform so that new ideas are explored and unconstrained by predetermined outcomes. The organisation learns and applies the information in ways that generate new innovative options.
	Transparency and trust are concepts that are established but need to be implemented with all stakeholders and communities.	All stakeholders and communities are clear and open about the process and transparency and trust are established.
		Organisations ensure each participatory effort has real potential to form impact and action, and that participants are aware of their potential to make a difference.

	Promote a culture of sustained engagement and participation within all areas of the organisation that supports ongoing equity in community engagement.

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Glossary

- **Anti-racist culture** - This document primarily draws upon [CIPD's definition](#) of anti-racist organisations. An anti-racist culture is defined by a zero-tolerance to racism with clear expectations and standards - it is about going beyond understanding and identifying racism, to proactively challenging it and calling it out. This includes a systemic approach to operational and people processes with a commitment to sustained action through leadership. Employees should have safe spaces to share, heal and learn.

- **Compliance vs Value-Based organisation model**
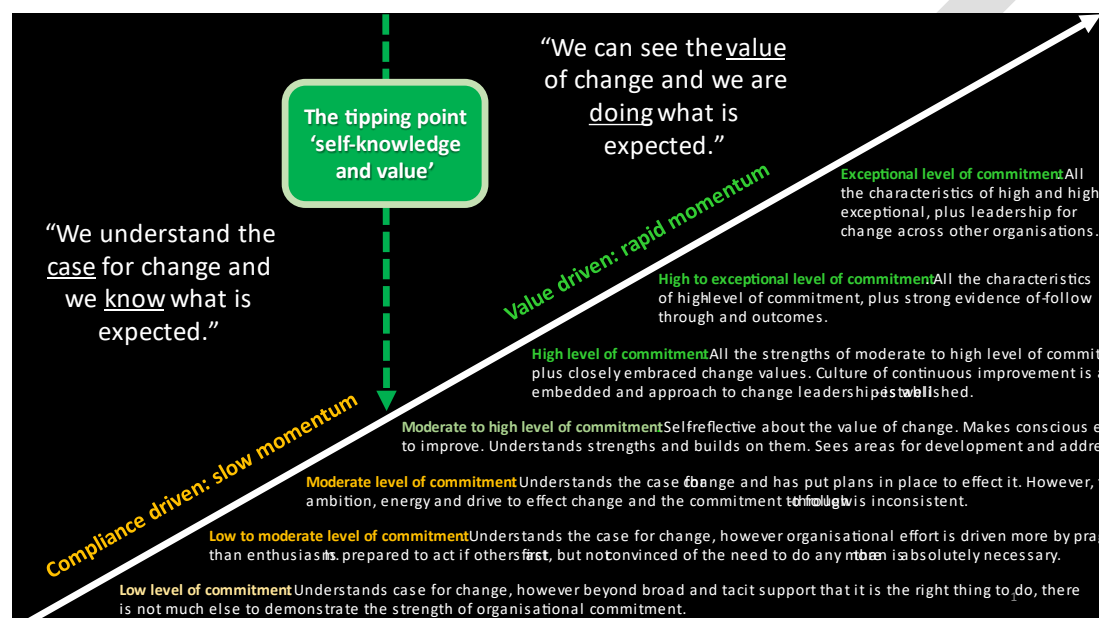
- **Diverse and inclusive organisation** – diverse organisations contain people with differences in race, ethnicity, and other characteristics. Inclusion is the practice of ensuring that these people feel a sense of belonging and support from the organisation.
  "Diversity is being invited to the party; inclusion is being asked to dance"

- **An Equality Impact Assessment (EQIA)** - a tool to help you to anticipate the needs of diverse groups when approaching projects, policies or service delivery.

- **Racial trauma** - "The impact of racism which has the following consequences on Black, Asian and Multi-Ethnic people such as emotional, psychological and post-traumatic stress which ultimately has an impact on an individual's self-esteem, mental well-being, physical health and cultural identity. This also has an impact on productivity and a contributory factor to a lack of psychological safety in the workplace." Dr Patrick Vernon.

Scoring system – how it works in practice

In this example, the boxes that have been highlighted in green below indicate those criteria that have been 'ticked off' by this example organisation. The right-hand column shows the number of points scored on a given criteria (0 – 3 points), the overall points (15 points) and the level achieved (established).

Category 1: Strategic Leadership and Management

Executive leaders use their influence on people, organisations and external stakeholders to push forward diversity and inclusion agendas. They create systems of clear accountability and evaluation of impact.

Score ranges:
- Developing: 0 – 10
- Established:11 – 18
- Leading: 19 – 22

Developing practice (1 point)	Established practice (2 points)	Leading practice (3 points)	Points scored
Senior leadership (executive and political) have publicly committed to reducing inequality, fostering good relations and challenging discrimination.	A senior 'race' champion is appointed who acts as an ambassador for race and is responsible for driving and delivering change and impact - this should be an existing senior officer and/or Member or Cabinet Member.	Senior leaders personally challenge race inequalities and drive an improvement agenda. Senior leaders can demonstrate their commitment to equality in decision-making and how this informs the way the organisation responds to challenges.	**2**
Roles and responsibilities addressing racial inequalities are not clearly defined and there is a lack of understanding of the risk and impact of organisational decisions on diverse communities.	Roles and responsibilities addressing racial inequalities are clearly defined and there is an understanding of the risk of organisational decisions, but the impact of these decisions is not improving outcomes for diverse communities.	Roles and responsibilities addressing racial inequalities are clearly defined and the impact of organisational decisions has improved outcomes for diverse communities as evidenced by Equality Impact Assessments (EQIA)[9].	**1**

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[9] An Equality Impact Assessment (EQIA): see glossary for definition.

2	A public organisational statement for tackling racial inequalities in the workforce, communities and services they deliver.		2
2	Addressing racial inequalities is explicit in the organisation's strategic objectives.		2
2	The senior leadership team has performance objectives on equality, diversity and inclusion (EDI).	The senior leadership team has performance objectives on EDI with an explicit action plan and accountabilities for racial inequalities.	2
3	People managers have performance objectives on EDI.	People managers have performance objectives on EDI, with an explicit action plan and accountabilities for racial inequalities.	3
0		Dedicated leadership meetings focus on EDI, creating actions, tracking progress, and ensuring accountability.	0
3		Senior leaders and managers can demonstrate instances of allyship around race practice and race-related issues.	3
Overall score:			**15**
Level achieved:			**Established**