

# Challenging

# Inequality

**Our plan to create a fairer,  
more equal Islington**



**ISLINGTON**

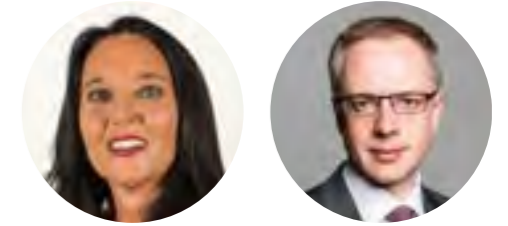
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# Foreword

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## From Leader of the Council Councillor Richard Watts and Chief Executive Linzi Roberts-Egan

Challenging inequality, racism and injustice is mission critical for Islington. We cannot realise our vision of creating a fairer borough for all of our residents without tackling the inequality that continues to blight lives across our community. A fairer Islington is one where everyone, regardless of background, has the opportunity to realise their potential and enjoy a good quality of life. Tackling inequality requires dedicated attention, effort and leadership to be bold, ambitious and drive forward changes that challenge the status quo. That is why, as a leadership team, we are proud to launch our Challenging Inequality Programme which we will lead personally, taking responsibility for ensuring the actions set out are delivered.

Islington is a diverse borough with a proud history of championing equality for all. We believe our diversity is our strength, with difference enriching our lives and helping us towards our collective goals. This strength and inclusive ethos is something we should celebrate. Yet, it is also a borough of contrasts, where the gap between the 'haves' and 'have nots' is stark, and where one in three children is growing up in poverty. There is still too big a gap between those with secure, good-quality housing and those without; between those with the confidence, networks and qualifications to seize opportunities and those who feel such opportunities are out of reach.

The rise of the Black Lives Matter movement and COVID-19 have highlighted deep inequality and the systemic, structural racism that continues to pervade our society, impacting on both quality of life and outcomes for individuals from Black, Asian and Minority Ethnic backgrounds and communities. Yet, in doing so, they have also triggered a widespread reckoning, both nationally

and globally, in which we – all of us – have a duty to ask ourselves what more we can do to bring about meaningful change.

Our new Challenging Inequality strategy sets out Islington's long term ambition for challenging inequality, inequity, discrimination and promoting inclusion. We are determined to improve life chances for our residents and staff, ensuring no-one is left behind. Tackling these issues will require everyone to play their part so that we can drive tangible change that makes a difference. We will listen and work alongside our staff and community to understand the issues, plan and take action together ensuring we monitor and evaluate the impact of our actions. We know this is not easy work – it's a lifetime commitment and endeavour. But with the launch of our strategy, we commit to this being our top priority as a council and we will work tirelessly with our partners and community to ensure we create a fairer, more inclusive borough for all.

# Introduction

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Fairness sits at the heart of Islington's mission to improve the lives of our staff and residents. We are determined to make Islington a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

Inequality plays out in many different ways. Local residents face both complex and multiple social, cultural, political and economic challenges. From health and housing, to education and employment, we see vast disparities in the outcomes experienced across the borough. We have a responsibility to ensure that no-one is held back by discrimination, unconscious bias and prejudice related to age, disability, gender reassignment, marriage and civil partnership, maternity and pregnancy, race, religion or belief, sex, sexual orientation or socio-economic circumstance.

The Black Lives Matter protests, alongside the disproportionate impact of COVID-19 on our Black, Asian and Minority Ethnic communities, have underscored the systemic inequalities that continue to exist in society. We have chosen to focus on race equality in the first instance, whilst taking an intersectional approach, and in doing so hope to develop a framework for making change that can be broadened and extended to tackle inequalities across the board. On disability for example, we are committed to achieving the next level of the Disability Confident Employer scheme, reviewing our approach to reasonable adjustments and completing a range of initiatives to challenge mental health stigma and discrimination through our Time to Change Islington Employer Pledge. We will look to develop specific commitments through a new chapter in our strategy later in the year.

Our framework for challenging inequality in every capacity available to us, is designed to take advantage of our position as a **strategic leader**, as an **employer** and as a **service provider** and **commissioner**.

This strategy sets out the story of our work so far to create a fairer borough for all, our progress in going beyond our public sector equality duty and the challenges we still face. It explains the process of reflection and action we have taken to build our Challenging Inequality Programme before outlining our approach for the future. The strategy presents the specific actions we will take under our three key strands and the outcomes we will monitor to ensure our vision translates into tangible change for residents and staff. Finally, it illustrates our commitment to be transparent, accountable and open through our governance and monitoring structures.



## Key concepts

### Equality



According to the **Equality and Human Rights Commission** “equality is about ensuring that every individual has an equal opportunity to make the most

of their lives and talents. It is also the belief that no one should have poorer life chances because of the way they were born, where they come from, what they believe, or whether they have a disability”. For us in Islington, equality is also about social justice and equality of outcome, recognising that different people have different contexts and backgrounds and will need differentiated support in order to achieve similar outcomes.

### Fairness



Equality means giving everyone the same opportunities. Fairness is more about equity, giving more to those who need it and treating people in

accordance to their circumstances. For everyone to have the same opportunities we must give extra support to those who need it.

### Diversity



The Aspen Institute explains that “Diversity has come to refer to the various backgrounds...that comprise a community, nation or other

grouping. In many cases the term diversity does not just acknowledge the existence of diversity of background, race, gender, religion, sexual orientation and so on, but implies an appreciation of these differences.” Diversity is about promoting mutual respect and understanding, moving past tolerance to celebrating the rich dimensions within each individual or group and empowering our entire community.



### Inclusive

An inclusive Islington is one in which every section of the local community has access and opportunity to participate in decision-making, community

life and the workforce. For instance, according to the Runnymede Trust financial inclusion “means that everyone in society is able to access and use appropriate and affordable financial goods and services.” Truly included individuals should feel a sense of belonging and of being a valued member of the community.



### Intersectional

UN Women explains that “an intersectional approach shows the way that people’s social identities can overlap, creating compounding experiences of

discrimination.” The idea is that the individual identities people have, such as race, class and gender, intersect to create a different, unique understanding and experience of oppression.



### Structural Racism

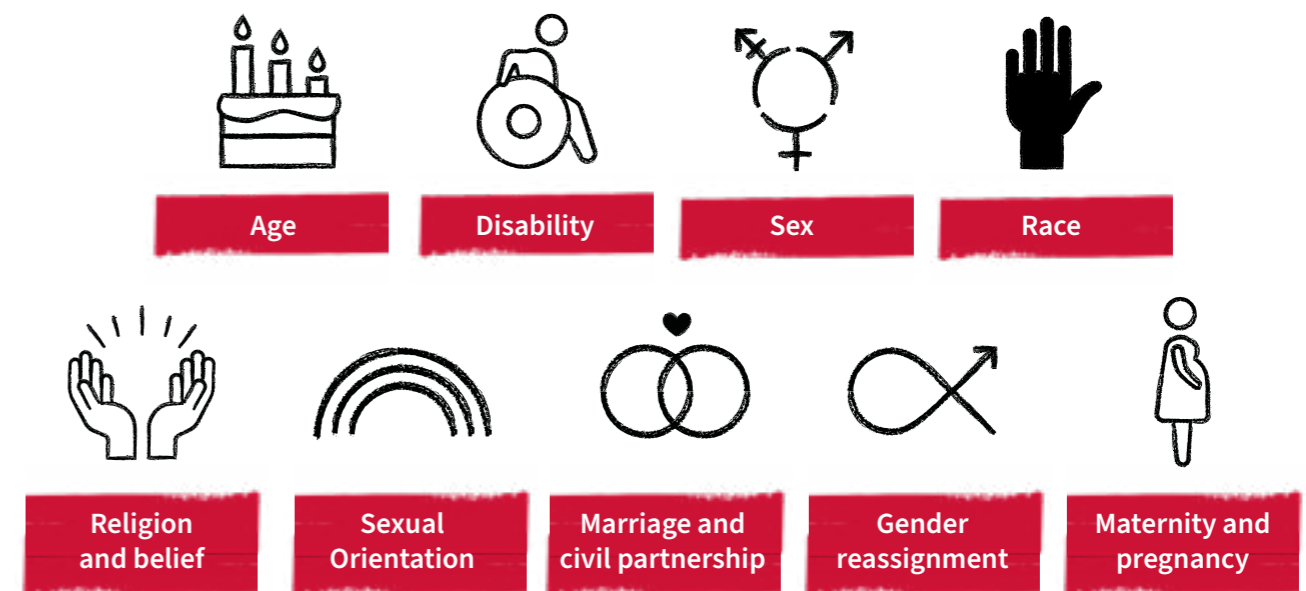
The Aspen Institute defines structural racism as “a system in which public policies, institutional practices cultural representations and other

norms work in various, often reinforcing ways to perpetuate racial group inequity... Structural racism is not something that a few people or institutions choose to practice. Instead it has been a feature of the social, economic and political systems in which we all exist”.

## Going beyond our public sector equality duty

As a public body, Islington Council actively meets and exceeds our Public Sector Equality Duty as set out under the Equality Act 2010 and firmly believes in our intention to promote a fair and more equal society.

The act protects people from discrimination on the basis of nine ‘protected characteristics’ :



As a public authority we must comply with the Public Sector Equality Duty which requires us to have due regard to:

- **Eliminate unlawful discrimination, harassment and victimisation**
- **Advance equality of opportunity between people who share a characteristic and those who do not**
- **Foster good relations between people who share a characteristic and those who do not**

While carrying out these legal requirements remains an indispensable part of our mission to create a fairer Islington, we will not stop there. Through our Challenging Inequality Programme

we will go above and beyond our public sector equality duty. Our aim to deliver tangible change through the actions set out in this strategy will replace the series of equality objectives published by the council in previous years.

Alongside the nine protected characteristics, we will continue our focus on socio-economic disadvantage. Through effective use of Equality Impact Assessments we will ensure that the council systematically thinks through the impact of its decisions on both residents and staff to ensure that we meet the needs of our diverse community and that Islington’s commitment to fairness is translated into practice.

# Our story

## Who we are

Diversity is a fundamental part of Islington's character. The wide range of people and communities who live and work in the borough make Islington a wonderful place to be. Islington has many outstanding strengths as well as some deep inequalities. Islington is home to:

**16,097**  
people per square km  
(the highest in London)



**33%**  
of residents were born outside of the UK,  
most commonly Ireland, Turkey and US.

**10%**  
of under 17s are of Black  
African ethnicity



**14%**  
of Islington residents  
live with a disability

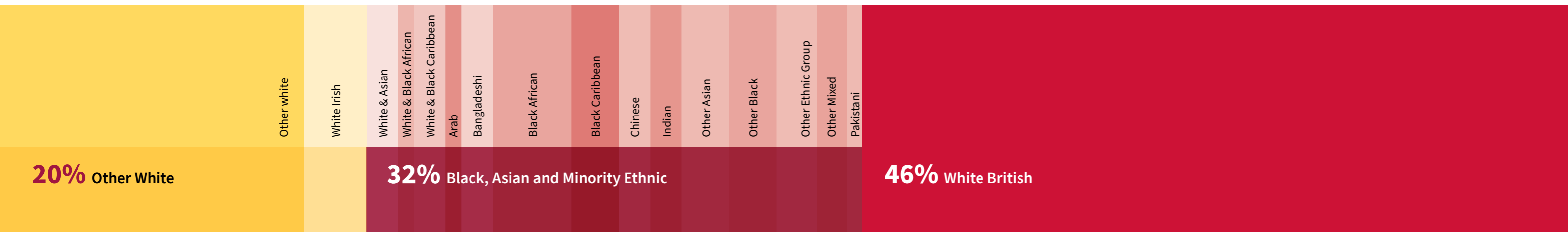


**19%**  
of children have Special  
Educational Needs



One of the largest LGBTQ+  
populations in the country

**242,827** people



<p><b>6<sup>th</sup></b> most deprived borough in London</p>	<p>Lower life expectancy for residents living in deprived areas</p>	<p><b>51%</b> of people stated a religion in 2018</p>
<p><b>34%</b> of older people (60+) live in poverty</p>	<p><b>70%</b> of the overall workforce are aged 40+</p>	<p><b>13%</b> of borough land is green space (the 2nd lowest of any local authority in the country)</p> 
<p>Leading council in London Living Wage Campaign</p> 		
<p><b>1 in 3</b> children living in poverty</p> 		<p>‘Outstanding’ children’s social care services</p> 
<p>Overall our workforce is representative of our resident population</p>	<p>Under-representation of staff from Black, Asian and Minority Ethnic communities at senior level.</p>	<p><b>93%</b> of Islington Council staff feel they are doing meaningful work</p>

## What we have done

In 2010 we launched our Fairness Commission, looking at what we could do to create a fairer borough. Since then we have had a clear vision to address the findings in that report and improve fairness throughout our community. We have made a number of crucial advances such as leading the way on the London Living Wage, first in the council and then amongst our partners and contractors. We have supported over 4000 local people into work and built the most new council

homes in over 30 years. We improved our schools with nine out of ten rated Good or Outstanding, worked with the police to keep residents safe and invested in targeted support for young people at risk of turning to crime. We followed the recommendations of our Employment Commission to tackle inequality through understanding how we could better help Islington residents get, keep and enjoy their jobs.

## The challenge we face today

Ten years after our Fairness Commission, however, it is clear that both locally and nationally, deep inequalities continue to hold back some parts of the community. Ahead stands a difficult task, with obstacles both old and new. An era of austerity, welfare cuts and spiralling living costs has exacerbated poverty and inequality. According to the [Joseph Rowntree Foundation \(March 2015\)](#), cuts have hit the poorest communities and residents the hardest. More recent research ([Dec 2020](#)) reveals that destitution in the UK was growing in scale and intensity even before the COVID-19 outbreak. Demographic change, digitalisation and the ‘gig’ economy are just a few more of the major changes threatening to make life more challenging for our residents.

indicator of the toxic discrimination communities still face today. Research from the [Runnymede Trust \(March 2017\)](#) has emphasised the need to form a more comprehensive understanding of how racial and socio-economic inequalities play out together to ensure Black, Asian and Minority Ethnic communities are not left behind as we exit the transition period. With Islington Police reporting 659 racist hate crimes in 2020, an annual increase of 15.2%, focused work to reduce hate and support vulnerable victims will continue to be vital.

Reports from [Public Health England](#) and [Islington’s Public Health resident engagement survey](#) have shown that the COVID-19 pandemic has had a disproportionate effect on our disadvantaged communities, including those with disabilities, the elderly and those from Black, Asian and Minority Ethnic backgrounds. The recent [COVID-19 Marmot review](#) has further highlighted the contribution of pre-existing social inequalities to the UK recording the highest death rates in Europe. Crucially, however, the review also notes that the pandemic has exacerbated the deep inequalities that already existed in society. Written just before the COVID-19 crisis, the [Runnymede](#)

The climate emergency has prompted a renewed sense of urgency to act to tackle the threat posed by climate change and ensure everyone can enjoy a cleaner, greener, healthier future. Rising demand and an ageing population are creating huge challenges for the NHS, while Brexit has triggered even greater uncertainty for our economy and the cohesion of our communities. The rise in hate crimes that followed the referendum is only one





**Trust's Colour of Money report (2020)** outlines the extensive economic inequality faced by people from ethnic minority groups, some of whom are more likely to face higher unemployment rates and 'occupational segregation' in low-paid jobs with less opportunity to progress. Independent national reviews into the issues, treatment of, and outcomes for individuals from Black, Asian and Minority Ethnic groups in the criminal justice system by **David Lammy MP** and the workplace by **Baroness McGregor-Smith** have further underlined such findings. The Lawrence report also paints a similar picture: Black, Asian and Minority Ethnic communities have been faced with more precarious employment, less accessible education, and worse housing conditions. **Inclusion London** has reported that Disabled people are experiencing increasing levels of psychological distress, workplace

discrimination and unequal access to health care. These inequalities are not new. It is essential that we acknowledge and address long-standing structural disadvantages as they change shape.

Too often public services have approached these interconnected inequalities in silos, failing to see the multiple threads running through local people's lives. Faced with this bigger picture, we can lose sight of the action that makes a tangible difference to the experiences of residents and staff. Creating an approach that is clear and concrete without masking this complexity has been a barrier we have had to overcome.

**The COVID-19 Marmot review** examines the effects the pandemic has had on social, economic and health inequalities, building on recommendations in previous reports to ensure there is a focus on how we can build back fairer.

Key recommendations include:

- The pandemic has had an adverse impact on young people's social and emotional development
- The more deprived the local authority, the higher the COVID-19 death rate
- Close association between underlying health, deprivation, occupation, ethnicity and COVID-19 accelerating regional inequalities

- Systemic disadvantages among ethnic minority communities, including living conditions and exposure to the virus at work and at home, result from structural racism
- Resulting social/economic impacts e.g., reduced family income, reduced employment/training and increases in poverty, widening inequalities long term

Key Recommendations included increasing early years funding and availability, apprenticeships and training opportunities for young people and public health funding in the short-term, and tackling inequality in the long-term by putting health equity and wellbeing at the heart of economic planning, improving school attainment and aiming for net zero emissions by 2030.

**The Lammy Review** provides a comprehensive look at the over-representation of individuals from Black, Asian and Minority Ethnic backgrounds within the criminal justice system.

Key concerns reported include:

- No comprehensive action to address disproportionality in the youth justice system: from 2006-2016 the proportion of under-18s from minority ethnic backgrounds in custody rose from 25% to 41%.
- No single explanation for disproportionality: 2014/15 data shows arrest rates were generally higher across all Black, Asian and minority

ethnic background groups in comparison to the White group. Data from 2015 shows defendants from minority backgrounds were more likely to receive prison sentences for drug convictions, even taking into account past offences. These varied decisions have important consequences.

- Poor relationships between staff and prisoners from Black, Asian and Minority Ethnic backgrounds hinder efforts to tackle the root cause of offending as needs go unmet: those from minority backgrounds are less likely to be recorded as having problems, such as mental health issues, learning difficulties and troubled family relationships.

The report makes 35 recommendations to help improve on fundamental principles of fair treatment, trust and responsibility which are key to addressing racial disparity.







## Building our Challenging Inequality Programme

We are challenging ourselves to be more radical and take decisive action through our Challenging Inequality Programme. Fairness and equality are two sides of the same coin. If we are to continue our mission as the council of fairness into the new decade we need to lead the way on challenging inequality for all oppressed, disadvantaged and marginalised groups. The programme sets out our long-term ambition, recognising that many of these issues are entrenched and will take time, sustained attention and unrelenting focus to tackle.

The programme builds on the work we started early last year around the 'equalities gold standard' and has been developed further in collaboration with staff, partners and the community, with strategic leadership and oversight from members through the member-led Race Equality Working Group:

- Input from our **Race Equality Staff Network and our Staff forums** has been crucial in shaping our programme actions. We will continue to work with all our staff forums including our Disabled Forum, LGBTQ+ Forum, and Women's Forum to deliver our programme.
- To tackle inequality, racism and injustice we need to know and understand our residents, their lived experience, their thoughts, views and ideas for change. That's why we've set up the **Challenging Inequality Coalition**, providing a community voice with which we can collaborate to shape the agenda and drive tangible change.
- Addressing these systemic issues requires a whole system response and is not something that the council can do alone. We need to harness our power, influence, and collective resources to take action. That's why our **Fairer Together Borough Partnership** has agreed that Challenging Inequality will be a key priority across the partnership.

In the last few months, our successful Black History Month and UK Disability History Month events have been an opportunity to celebrate the diversity in our borough and workforce through facilitating conversations that inspire, challenge and raise awareness. Following feedback from our Race Equality Network, we now have a dedicated HR officer who is leading on the implementation of the Challenging Inequality employer actions, including reviewing our recruitment and selection policy and processes. We have already made a commitment to ensure all recruitment panels are diverse. We have launched a survey to look at how we as a council can be more inclusive through our communications and the language we use. We have learnt from the breadth of experience, passion and commitment to this work we share with our Challenging Inequality Coalition members at several meetings. Recognising that there is so much more learning to do, we have also funded Islington Black History 365 to ensure that we celebrate Black history and culture all year-round.



Following the death of George Floyd, a number of Black and Minority Ethnic staff came together to shape and drive action to challenge race inequality and injustice through a new **Race Equality Staff Network (REN)**.

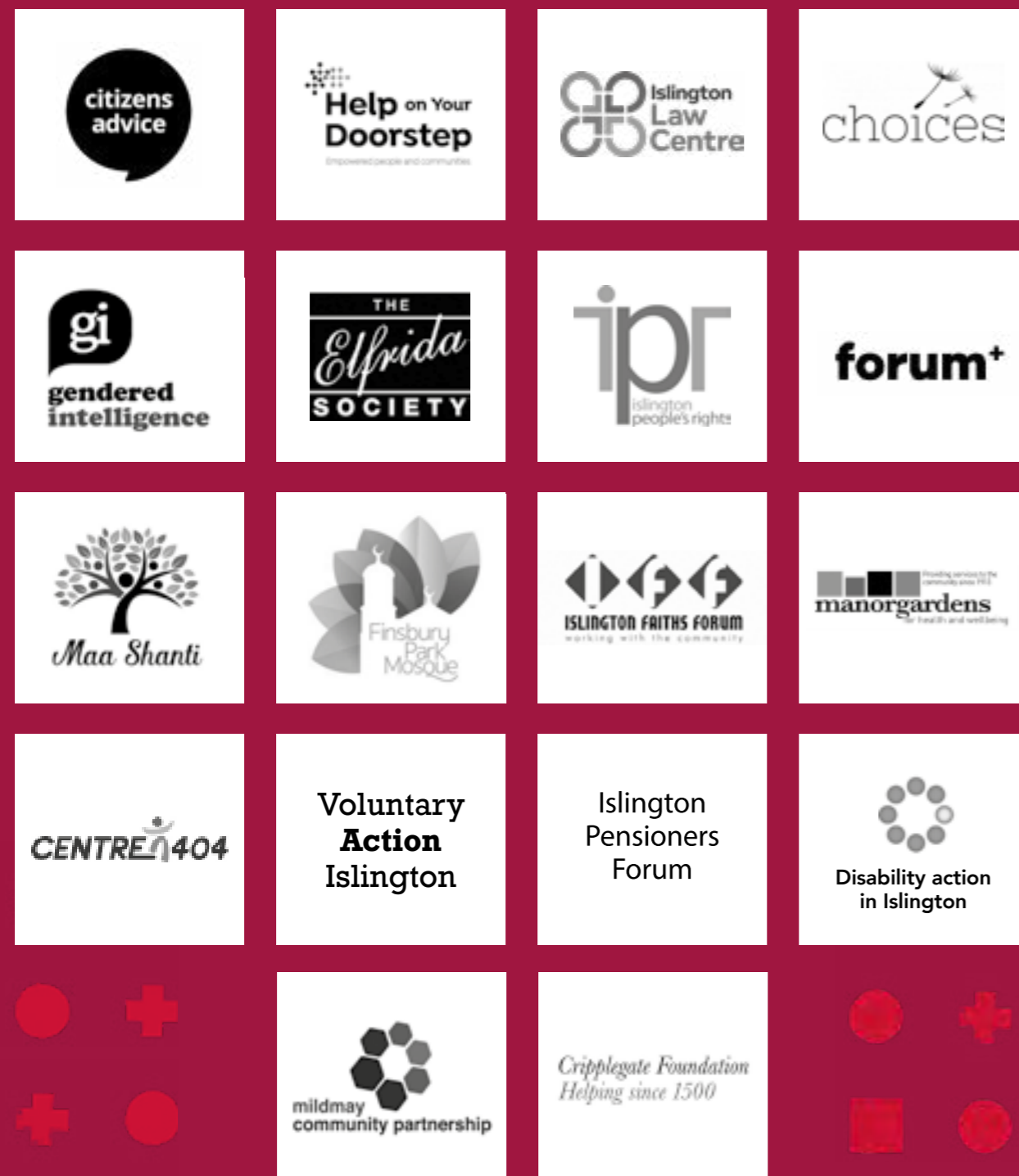
The REN developed proposals on the following themes:

1. How do we continue the dialogue?
2. How do we increase representation of Black, Asian and Minority Ethnic staff at senior levels?
3. How do we train the organisation to become culturally competent?
4. How do we support our staff including in relation to COVID-19?
5. What action do we need to take to promote race equality in our community?

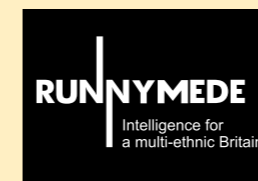
The discussions have informed the development of the Challenging Inequality Programme and led to specific actions including new programmes to support staff development, introducing a specialised tailored service to support staff with deep set trauma and introducing an 'internal first' recruitment policy amongst others. The REN will continue to be an important part of the developing agenda, both shaping specific actions and taking an overview of progress and impact so we can reflect, adapt and improve in an iterative way.



Our **Challenging Inequality Coalition** is a collaborative project between organisations and residents in Islington standing in equal partnership with the council. Representatives come from a diverse range of community groups, including:



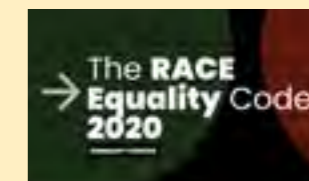
Alongside hearing from our staff and local people, we have also learnt from amazing examples of progress through equalities projects across different organisations.



The **Runnymede Trust's Race Equality Scorecards project** is an innovative

way for local authorities and other stakeholders, such as the NHS or the police, to assess how they are delivering on their responsibilities around equality.

The project provides an essential opportunity to ensure quality collection and monitoring of data on racial inequalities in seven key areas alongside enabling valuable collaborative and constructive dialogue between local stakeholders.



The **RACE Equality Code 2020** draws together over 200

recommendations outlined in reports, charters and pledges aiming to tackle diversity and inclusion challenges.

The focus of this first RACE Code is on how organisations and businesses of all sizes deal with race inequity in the boardrooms and senior leadership teams of the UK. It provides a robust and comprehensive framework of measures and a methodology for organisations to use to implement actions in a transparent, accountable and clearly measurable way.



The **Black Curriculum** is social enterprise founded in 2019 by young people to address the lack of

Black British history in the UK Curriculum. The organisation is committed to facilitating societal change and tackling inequality by delivering an arts focused Black history programmes, providing teacher training

and campaigning through mobilising young people across the UK.

Key aims: providing a sense of belonging and identity to young people, teaching an accessible educational Black British history curriculum that raises attainment and improving social cohesion.

This process of internal and external reflection has informed the approach outlined in the following sections of this report.



# Our approach

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This strategy sets out clear and measurable actions to tangibly improve equality, diversity and inclusion through our capacity in three key areas: Islington as a **strategic leader**, Islington as an **employer** and Islington as a **service provider** and **commissioner**.

For each action in the plan we want to answer four key questions in order to ensure that we are able to focus on outcomes and make a real difference:

- What is the inequality/ issue are we trying to tackle?
- What action are we going to take?
- What outcome are we hoping to achieve?
- How will we know we have made an impact?

This strategy is the starting point of a phased approach. Our initial focus on racial inequality gives us a solid platform to build on wider work

to challenge inequality and discrimination. Our goals will continue to evolve. In the second phase from March into summer 2021, we will work with our Disabled Staff, LGBTQ+ and Women's Forums to develop further actions around protected and disadvantaged groups and present an updated version of this plan.

The next sections of this report set out some of the main actions in each of the three key areas. The Outcomes Framework found in the online appendix gives an expanded view of our plans for 2021 and how we will measure their impact.





## Islington as a strategic leader

The fight to tackle inequality, racism and injustice is one which we must be shared: everyone needs to play their part. Tackling these challenges requires bold ambition and a relentless drive across the council, the wider Fairer Together Partnership, and the community. Through our example, our dialogue and our outreach we have to engage the entire spectrum of our community in order to achieve a truly co-produced vision for the future with a genuine sense of shared ownership.

We must use our platform as a community leader both to listen and to influence. We must put the community's voice at the heart of our plans, recognising their issues and priorities to inform our goals before promoting those goals amongst our key partner institutions in the borough. Connecting our communities, the council and our institutions will allow us to challenge inequality together in a meaningful and effective way. Our Challenging Inequality Coalition is a collaborative project

between diverse local groups that provides a space for equal partnership between the council and the communities we serve. Other initiatives, such as our Time to Change pledge to tackle mental health stigma and discrimination or our Somali community action plan, offer further opportunity to work closely alongside our voluntary and community sector partners to tackle inequality in a holistic and strengths-based way.

Inside the council, our political leaders and senior officers will be champions of equality and will be held accountable for delivering on our shared vision. During our conversations with staff, there was a feeling of scepticism, and rightly so, as these issues have been prevalent for some time without any meaningful action to address them. We are determined to be transparent in our approach and rigorous in our evidence based monitoring of equalities goals. In this way we can demonstrate our commitment to challenging inequality and set an example to others both inside and outside of the borough.

As part of a **community-led approach** to tackle youth violence and improve confidence in public service, the London Violence Reduction Unit (VRU) is working with charity Minority Matters and Islington's Violence against Women and Girls (VAWG) and Youth Safety team to deliver **champion training for local Somali parents**.

The project aims to:

- Empower Somali parents/carers to share with and support other parents/carers experiencing grooming, criminal exploitation and knife crime within the local community.
- Ensure parents are educated on and are able to access services available to them at the early stages of needing support, instead of when issues have escalated to violence.
- Improve trust between the community and support services, such as the council, and reduce youth violence within Islington's Somali community.

To lead the way in challenging inequality we have identified eight principles which will guide our approach: Being ambitious, Leading from the front, Knowing our communities, Working together, Building a diverse team, Planning for change, Encouraging the dialogue, Following through.

As a strategic leader some of our key actions are:

- We will support our most senior leaders so that they feel equipped to lead the way as champions for challenging inequality, racism and injustice both as a council and through the Fairer Together Borough Partnership.
- We will ensure diverse community groups have the opportunity to input, shape and challenge our programme through our Challenging Inequality Coalition.
- We will review our use of language throughout the council to ensure that we are being inclusive in all our communication, including the use of the term 'BAME'.
- We will challenge prejudice and celebrate diversity through powerful communications campaigns raising awareness of issues. For instance, by promoting the value of disabled workers and tackling stigma related to LGBTQ+ communities.
- We will continue to celebrate our diverse community through a programme of Challenging Inequality events including Black History Month, Disability History Month, LGBT History Month, Holocaust Memorial Day and many others. We will build on our events calendar, ensuring it is bigger and better and makes a real impact for staff and residents.
- We will embed a culture of considering equalities at a formative stage within service planning, design or policy/ procedure change across the organisation through reviewing, refreshing and guiding implementation of Equalities Impact Assessments.

### Key targets include:

- By summer 2021, we will create a partnership action plan setting out areas that require collaboration with other partners to tackle inequality, racism and injustice.
- The Challenging Inequality Coalition will meet every six to eight weeks in 2021 to inform the action that is taken and make sure it is rooted in and addresses the lived experience of our communities. We will also work alongside coalition members and community leaders among the Black Leaders Alliance – BLACK – to engage, research and consult with Islington's Black community.
- An Inclusive Language Guide will be in place to inform council communications by summer 2021.
- We will have a rolling programme of events throughout 2021 to continue the dialogue.

To achieve outcomes such as:

- Ensure challenging inequality is a priority across the partnership and everyone plays their part.
- Increased engagement and stronger relationships with our staff and community.
- Appropriate use of language throughout the council, within contracts and the community to ensure that Islington is a place where everyone feels welcome and that the lived realities of specific groups are reflected in our data and communications.
- Increased awareness of equalities issues amongst staff and residents to establish a workplace and community culture where people feel diversity is genuinely valued.





## Islington as an employer

Islington Council is committed to ensuring that there is a zero-tolerance approach to workplace

discrimination. We want our organisation to be a great place to work, where staff diversity is valued as a strength and everyone can be their authentic selves. It's everyone's responsibility to be respectful, work positively together and challenge exclusionary behaviour. The Challenging Inequality Programme sets out various employer-led initiatives that will run simultaneously to drive change for council staff across the organisation. The programme will continue to work collaboratively with staff to take clear and substantial action to address equalities issues, create an inclusive workplace and foster a culture of fairness and inclusion.

We appreciate that no single action will lead to significant change, instead a planned and coordinated series of actions will enable a sustainable cultural shift. It is crucial that the voices and opinions of our staff sit at the heart of our strategy to challenge inequality in the workplace. We are engaging with staff to critically review current processes and will continue to develop our Challenging Inequality Programme over the coming months, collaborating directly with trade unions and staff forums to inform actions and gather feedback from: the Race Equality Network, the Disabled Staff Forum, the LGBTQ+ Forum, Women's Forum and the Carers Forum. We know that simply listening and participating in discussion alone is not enough, so we will collaborate and embed feedback cycles into practice. We still have some way to go. We know that this is just the start but we will continue to listen to staff, learn from experiences and review policies and processes to improve organisational practice and culture.

Islington Council has a diverse workforce which reflects the borough it serves, but that is not necessarily the case at senior levels. Our current data tells us that employees from White ethnic groups have increasing representation as pay band increases (up to 74% in Chief Officer pay band), whereas employees from Black, Asian and Minority Ethnic groups have decreasing representation as pay band increases (11% in Chief Officer pay band). We believe that everyone should have access to training opportunities and career progression to reach their potential, including aspirations to senior leadership roles within the organisation. Staff have shared that Black, Asian and Minority Ethnic staff do not appear to have the same opportunities for progression as their White colleagues and that the council leadership must do more to tackle these issues.

Our 'Islington as an employer' actions aim to empower and support professional development for under-represented staff, improve learning and development opportunities, develop a more modern approach to recruitment and selection that supports and increases diversity, especially at senior tiers, and equip senior leaders to embed equality, diversity and inclusion principles into practice across the organisation. This work will also complement existing progress to develop and embed our CARE values and the Be Islington programme.

Some of the 'Islington as an employer' key actions are:

### Staff development, talent pipeline and support

- We will introduce a Management and Leadership Development programme that can identify and support staff to learn new skills, gain relevant experience and achieve a recognised





qualification. The offer will include a variety of programmes, including tailored support for staff from Black, Asian and Minority Ethnic backgrounds.

- We will introduce a training programme for aspiring managers and emerging leaders.
- We will implement an ongoing programme of coaching and mentoring, including mentoring for inclusion for staff.
- We will ensure that we provide staff with access to specialist trauma support and assistance for staff who have experienced discrimination and/or racism.

### Recruitment and selection

- We will review our recruitment and selection processes to ensure that they are fair and transparent and help to improve diversity at all levels.
- We will ensure diversity of panels and remove grade requirements for panel members, ensuring training for recruitment panels is culturally sensitive.
- We will open up opportunities for staff by developing criteria for an 'internal first' policy for roles to support internal career progression.

### Cultural awareness and competence training

- We will provide training for the Corporate Management Board and senior leadership around cultural competence and inclusive leadership.
- We will introduce a mandatory, rolling training programme for staff and leaders on diversity, cultural awareness and understanding our communities and staff.
- We will reach the next level of the Disability Confident Employer scheme and ensure staff with disabilities are included in the process through engagement with our Disabled Staff forum.

We will be appointing an equality, diversity and inclusion partner to provide expertise to the

organisation and support delivery of the key actions. To underpin our plans, we will use data to evidence progress, diagnose issues and identify opportunities, including undertaking research into under-representation of Black, Asian and Minority Ethnic staff at senior levels and identifying actions to address under-representation at specific senior pay grades. We will be reviewing the current process for collecting, aggregating and analysing pay gap data and will ensure that the annually published equality data (including pay gap) is accompanied with a report to acknowledge progress and make recommendations for areas of further improvement.

Our staff survey in March will provide baseline data measures of inclusion and indicators of staff experiences.

#### Key targets include:

- Our aim is for 25 pairings to be identified and begin to participate in our mentoring schemes by the end of 2021.
- One hundred percent of the senior leadership team will have completed cultural competence and inclusive leadership training by summer 2021.
- Our first cohort of 20 people will have begun our Islington Management Diploma by summer 2021.
- Become a Level Two Disability Confident Employer by July 2021.

To achieve outcomes such as:

- A workforce more representative of our community at all levels across the organisation, in particular at senior levels.
- Improved recruitment and selection practices, leading to more diverse candidates and a more diverse workforce.
- Cultural competence, awareness and inclusivity will be embedded across the workforce to educate and support staff from induction to exit.



## Islington as a service provider and commissioner

Islington Council has a key role as a provider and commissioner of services.

We are committed to ensuring our services are accessible, inclusive and address issues and barriers faced by our community. By examining the way in which we provide those services we can take advantage of meaningful and impactful opportunities to tackle inequalities throughout Islington.

In particular, as we plan our recovery from the pandemic we need to make sure that our services challenge and address inequalities as a core part of the rebuilding process. We need to use the opportunity to improve life chances for our residents and we are committed to ensuring that we do not return to the same position as before. Our strategy is made up of goals and actions from each of our major service areas.

### Community Wealth Building

Building opportunities for resilience and shared prosperity, in its widest sense, through Community Wealth Building is key to tackling inequality and improving life chances. There now exists an enormous wealth gap in Islington. Through the development of a community-led model for economic development we hope to narrow that gap. This is based on a commitment to creating an inclusive and socially just local economy, with local people at its heart – no matter what their background. This is a progressive agenda in London's globalised and financialised economy, where we must work for the benefit of the most disadvantaged. There are Black, Asian and Ethnic Minority groups under-represented in employment and amongst entrepreneurs, as well as people with disabilities, older people and women. We recognise the need for tailored packages of

support to provide residents with the opportunity to achieve their potential. We want to make the most of our assets for the benefit of community groups, opening up spaces and resources for all residents to thrive.

We intend to work with key local partners to achieve this. These 'anchor institutions' are typically large, locally rooted organisations that are here to stay. They employ a lot of people, wield significant purchasing power, and own or manage buildings and land. The way they do each of these things makes a significant difference to local communities. We will share common goals on tackling inequalities and work collaboratively to deliver enhanced positive impacts for local people and places.

By putting equality, inclusivity and social justice at the centre of our economic plans we can ensure that Islington's disadvantaged communities benefit from future economic growth:

- We want to enable and support more people from under-represented groups to start up businesses, survive and thrive. We will develop a business support programme for under-represented entrepreneurs and minority owners via a dedicated network and applicable training resources.
- We know that some groups face additional barriers to finding work. Through the Islington Working partnership, we will provide tailored employment support for disadvantaged groups including those from Black, Asian and Minority Ethnic communities, those with disabilities, parents and young people.
- We will use our emerging network of Affordable Workspaces to maximise delivery of social value. We will ensure that contracts with those who use our spaces include targets to deliver benefits



for local residents e.g. providing jobs, training or support for new entrepreneurs from under-represented groups.

- We want to ensure that those we commission to deliver goods and services are promoting diversity and equality throughout the supply chain. We will introduce and embed robust guidance and criteria on the need to actively promote equalities which will be part of our assessment in awarding contracts.
- Our buildings and community assets should be used to benefit our communities and enable them to come together and thrive. As part of a rolling asset review, we will undertake an audit on the use of and access to community assets for Black, Asian and Minority Ethnic groups, identify barriers to access and create opportunities to maximise community benefit.

**Key targets include:**

- Our entrepreneur network and training resources will be in place by summer 2021.
- Use data to evidence numbers supported into employment, to report on and identify any additional groups impacted by COVID-19, and adjust provision to address unmet need.

- Two more affordable workspaces will be up and running by autumn 2021.
- The social value guidance for our new procurement strategy will be agreed by summer 2021, with clear targets to monitor performance.
- A review of council assets will be completed by the end of 2021.

To achieve outcomes such as:

- 1,000 people will find new work through our Islington Working partnership which will include target percentages for disadvantaged groups, such as 50% for those from a Black, Asian and Minority Ethnic backgrounds.
- Increase in the number of social impact start-ups led by entrepreneurs from under-represented groups in our affordable workspaces.
- Increase in the number of minority-owned businesses getting support from the council.
- Clear demonstration that those we commission or work with in our supply chain share our commitment to ensuring our services deliver social value.
- Increased usage of our council assets by our diverse community groups.

**Environment and Regeneration**

We will drive the green revolution in Islington, creating a cleaner, greener borough focused on the climate emergency and becoming a net-zero carbon council by 2030, including People Friendly Streets.

We know that a clean borough has always been a priority for residents and that the climate emergency is also a top priority. We owe it to ourselves and our future generations to act decisively now to tackle the threat posed by climate change. Through our Net Zero Carbon programme we have set ourselves an ambitious target of reducing carbon emissions to net zero by 2030. This will require considerable effort on behalf of the council, partners, businesses and residents. Behavioural change and action from the Government will also be key to ensuring that we are able to achieve this. We will continue to lobby the Government to ensure that effective regulation ensures compliance by key players.

We know residents want to breathe cleaner air and reduce CO<sup>2</sup> emissions. Our People Friendly Streets programme aims to reduce traffic at key strategic locations with the aim of encouraging more sustainable and healthier methods of travel such as walking and cycling.

We understand that feeling safe, secure and welcome in our borough is key to our residents' quality of life. Community safety in Islington is about creating an environment where everyone is able to walk around freely, to be themselves and feel a sense of belonging. Through our Hate Crime Strategy and community partner groups, we will work collectively to improve safety in the borough, ensuring that there is an effective response to those suffering or perpetrating hate and that vulnerable victims feel supported.

A fairer Islington means that everyone can enjoy a cleaner, greener, healthier future, tackling inequalities through these actions will help us reach this ambition. Here are a few key examples:

- We will work with our diverse community when designing our People Friendly Streets programme to ensure it considers the needs of all disadvantaged groups whilst maintaining our commitment to net zero by 2030.
- We want to support those with the greatest health inequalities to access leisure activity. To do this we will analyse leisure centre usage and develop appropriate targeted interventions, communications and outreach.
- We want to provide affordable energy to those in need through our SHINE energy programme. We will ensure that our Black, Asian and Minority Ethnic communities are accessing their fair share of the programme using targeted communications.
- We know that the health benefits of our parks and open spaces are not equally accessed by all of our residents. We will consult with residents and analyse park usage data to understand and break down barriers to access.
- We will build and develop the department's pre-existing mechanisms for tackling equality issues. This includes reviewing and formalising the role of the Equalities and Fairness Board, increasing the number of Fairness Champions and our Learning and Development programme to support the progression of Black, Asian and Minority Ethnic staff.
- We want to ensure that Islington is a place where everyone feels welcome and safe to be themselves. To do this we will take a zero-tolerance approach to those who commit hate crime, using all the tools at our disposal, including tenancy management, publicising those charged with hate offences and delivering on our Hate Crime Strategy plan.
- We know that there is significant under-





reporting of hate crime. Through our community champions and events programme, we will raise awareness and understanding of hate incidents and processes to ensure our residents have the confidence in our services to report and are clear about the support available.

**Key targets include:**

- We will engage with the community on People Friendly Streets by surveying on all schemes introduced, increasing the number of schemes which include physical interventions to improve access and monitoring the demographic make-up of those responding to surveys to ensure we reach a representative cross section of the population.
- To develop targeted programmes and initiatives to address disproportionality of users accessing our leisure offer with specific targets to increase access for Black, Asian and Minority Ethnic users.
- Set specific targets on the number of referrals made by Black, Asian and Minority Ethnic residents to our SHINE energy programme and complete targeted communications to increase awareness among these communities by summer 2021.
- Our Parks for Health project will

include a focused plan for communities disproportionately impacted by COVID-19, such as Black, Asian and Minority Ethnic residents.

- Increased representation of Black, Asian and Minority Ethnic and frontline staff on our Learning and Development programme and Equality and Fairness Board. We will ensure a 25% uptake from frontline staff.
- Set up community hate crime reporting champions and deliver a successful programme of events during Hate Crime Awareness Week.

To achieve outcomes such as:

- Ensure that People Friendly Streets don't adversely affect those with protected characteristics and enable them to access active travel.
- Increased access to leisure estate and park activity for those with the greatest health inequalities monitored through clear baselining and targets completed in 2021.
- 2,500 unique customer referrals through SHINE services in 2021, with uptake from Black, Asian and Minority Ethnic residents proportionate to Islington's population (30%).
- Strengthen the directorate's existing approach

to managing equalities issues, particularly ensuring improved engagement from frontline and Black, Asian and Minority Ethnic staff.

- An increase in the number of positive outcomes recorded by the police for hate crime offences.
- Increased reporting levels across the range of hate crime categories.

**Housing**

A fairer Islington means that everyone has a decent, secure and genuinely affordable place to call home. Housing inequalities can have a profound effect on the ability of a person, or a community, to enjoy a good quality of life. We recognise that our staff on the front line are best placed to understand the varying needs of residents. Our Housing Service Ambassadors programme will introduce an opportunity for those staff to take a deep dive into equality and diversity issues and report recommendations to our Senior Management Team. While Islington has seen a consistent reduction in homelessness acceptances over the last five years, we know we don't always reach those who may be most at risk or experience

unequal access. Direct, targeted engagement with communities, such as those from Black, Asian and Minority Ethnic backgrounds, is key to identifying and addressing challenges. Confidence in cultural awareness and competence will be critical to get the most out of our resident engagement programmes and build strong, meaningful relationships.

Safe, quality housing sits as the bedrock for so much of our lives. Through improved training, outreach and engagement we will ensure that we can understand and tackle the barriers that exist for local people, for example:

- We want to empower staff to use their expertise and relationships with communities to tackle disproportionality across housing. Through our Housing Ambassadors programme, staff will have the opportunity to develop a department equalities action plan and present service improvement projects that aim to tackle inequality.
- We want to increase awareness of implicit bias amongst staff and confidence in cultural competence when engaging with communities.





To do this we have committed to department-wide unconscious bias training.

- We want to reduce the risk of homelessness among our Black, Asian and Minority Ethnic communities. To do this we will hold homelessness prevention surgeries at a wide range of faith and community locations.
- We want to support rough sleepers and the vulnerable street population. We will work intensively with entrenched rough sleeps to address their complex needs and remove them from the street, including engagement and support for street-based drug users to access treatment.
- We want to ensure that those with protected characteristics are not disadvantaged when applying for lettings. We will carry out a review of lettings data to consider impacts on these groups.
- We know that the gender balance within our service workforce does not always reflect the diversity we see among our residents. We will encourage female applicants for in-house repairs apprenticeships through outreach work with schools and residents, including DIY and trade-specific taster sessions.

**Key targets include:**

- By March 2021, 24 staff will have completed the Housing Ambassadors programme. We will develop the department equalities action plan in the coming months with proposed projects to implement the plan presented to the Housing Management Team in 2021.
- One hundred percent of department staff will have completed unconscious bias training by summer 2021.
- Restart our homelessness surgeries online in 2021 since engagement has been suspended by COVID-19.
- We will complete an annual review of lettings data to ensure our lettings allocation scheme does not negatively impact on a particular protected group.

To achieve outcomes such as:

- Equality and Diversity Project recommendations will have been adopted and incorporated across Housing services.
- Increased awareness of implicit bias that exists amongst staff and increased confidence in the cultural awareness and competence of all staff.
- Improved insight and engagement with Black, Asian and Minority Ethnic communities to identify emerging housing issues, mitigate impacts and reduce the risks of homelessness.
- A decrease in the number of rough sleepers seen in regular street counts.
- An in-house workforce that better reflects the diverse profile of our residents.

**Support for Adults**

Adult social care will most likely touch all of us at some point in our lives, whether for ourselves or loved ones, and it is vital that everyone has access to the services they need at the right time in the right place. Understanding and reflecting the experiences of our diverse population is key to responding to their needs. Therefore, we want to ensure that we engage in a consistent, inclusive way that involves all of our resident groups. Our resident forums will ensure that all protected characteristics are properly represented. Meanwhile we will work with stakeholders to ensure information reaches groups in different languages, easy read formats, online and offline. We know it is essential that the in-house and external providers of our wide range of services adopt our values in all aspects of delivery, therefore we will actively promote diversity and inclusion to key partners and ensure that equality goals are a feature of our commissioning specifications. All this work will require us to further strengthen our evidence base and monitoring arrangements.

Through our approach to co-production and the robust tracking and analysis of service data, we will ensure that all of our services reduce inequality and meet the needs of our community. A series

of actions will help us to reach this objective, for instance:

- We want to ensure that the information we put out is accessible to all residents. To do this we will ensure communications are available in residents’ preferred language, easily readable and digitally inclusive.
- We know that creating opportunities for meaningful, inclusive co-production and resident feedback is key to delivering the right services. We will ensure that resident forums are fully representative of our communities and improve feedback channels to ensure our strategies take into account diverse needs.
- We want to ensure that all communities are receiving equal access to adult social care services when they need them and that we have the data to understand inequalities. We will improve data collection and analysis, including monitoring resident experience through the annual survey and end of service questionnaires.

- We know that our commissioned services and key partner agencies can contribute to advancing anti-discriminatory practice and promoting inclusion. We will put in place a Quality Assurance framework for senior managers to drive an accountable equality, diversity and inclusion culture in adult social care.
- We know that COVID-19 has affected some more than others. We will ensure that all of our COVID-19 recovery plans pay particular attention to identified vulnerable groups who have faced a disproportionate impact.

**Key targets include:**

- By the end of 2021 we will have engaged with stakeholders to develop, produce and agree information about services that is accessible and inclusive.
- Increased representation within existing forums and “You said, we did, we will do together” mechanism in place to support





inclusive engagement by autumn 2021.

- By the end of 2021 the adult social care Quality Assurance framework will be in place. All new, amended or reviewed adult social care policies will deliver evident advancements in equality, diversity and inclusion matters as part of our framework by the end of 2021.
- All COVID-19 recovery plans will include specific reference to the effects on disadvantaged groups.

To achieve outcomes such as:

- Information is accessible in a variety of formats. Residents feel better informed about what is available and hold increased feelings of choice and control over their own life.
- Co-production activities are consistently inclusive regarding protected characteristics and socio-economic factors, reflecting, representing and involving our diverse population.
- An improved evidence base allowing us to better identify inequalities and inform planning and delivery across the department, to enable early intervention and prevention, and to address equality issues.
- Adult social care and commissioned services progressively become exemplar or rated as Outstanding in meeting diversity of need by the Care Quality Commission.

## Support for Children, Young People and Families

Providing all of Islington's children with an equal opportunity to fulfil their potential is fundamental in our journey towards a fairer society. There are clear challenges, in this regard, due to the child poverty rates in the borough which place many of our children at a disadvantage. We have identified clear inequalities that adversely impact upon our children, young people and families and we are determined to tackle such issues. For instance, our data tells us that there is an educational

attainment gap for Black Caribbean and White British disadvantaged groups in relation to their peers. This inequality persists into the post-16 world with Black, Asian and Minority Ethnic young people and adults more likely to be Not Engaged in Education, Training and Employment (NEET). We know that some disadvantaged families with children aged zero to five are not always aware of or accessing our Early Years services and we want to improve this reach. We understand that some of our children and young people who now face digital exclusion need our support to access high quality online education and resources. We are committed to addressing the disproportional numbers of Black Caribbean, Black African and Mixed parentage children in the care system. We also want to improve the accessibility of mental health services for children and young people from backgrounds who are less likely to access these services.

In order to reduce inequality in the education and schools system, we have developed a Challenging Inequalities in Education plan which places a strong focus on increasing capacity to track and improve the progress of underachieving groups. This includes: using data to track and monitor progress of our schools in relation to educational outcomes by demographics; using targeted interventions to address inequalities; work on addressing disproportionality around exclusions; unconscious bias training for directorate and school staff and decolonising the curriculum to make it more inclusive and representative.

In relation to youth crime, we know that inequalities have existed for many years as highlighted in the Lammy Review. We carried out our own innovative research into this matter with the Youth Justice Board, City University and Haringey Council, exploring the reasons Black Caribbean, Black African and Mixed Race young people are over-represented in the youth justice system. We have formulated an action plan which includes targets in relation to working with the Police to bridge gaps and improve relations with certain communities; the courts to address





disproportionality in relation to sentencing and reducing school exclusions.

We have produced an equalities strategy in Children's Services, which has been written and designed to align itself with this overarching plan. The Children's Services strategy is focused around embedding anti-discriminatory practice and service delivery across all areas. This is to ensure that all protected characteristics, including those in relation to our children with disabilities and those from LGBTQ+ groups, are supported from an equalities perspective.

Here are a few key examples of the actions we have planned:

- We are aware that some minority groups and disadvantaged families with young children are not always aware of and accessing our integrated health and education offers. We will target groups to increase uptake of Early Years services.
- We want to ensure that all children and young people have access to high quality remote learning and online resources. To do this we will increase promotion and access to our Library Services, including our free WiFi and printing offer to reduce digital exclusion.
- We will deliver our multi-agency Somali community plan in order to ensure that the partnership can respond appropriately and accordingly to this group, who have reported that they feel marginalised and vulnerable in a number of areas including youth and criminal justice, education and employment. We sadly lost two Somali men through criminal exploitation in the summer and autumn of 2020.
- Our evidence tells us there are a disproportionate number of Black Caribbean, Black African and Mixed parentage children in the care system. We will implement a placement board to better understand why certain groups of children are more likely to enter the care system and to see what we can do to tackle this.
- We will continue our disproportionality action

plan following the research with City University. This will include more of a focus on addressing the fact that disproportionate numbers of Black, Asian and Minority Ethnic young people are stopped and searched by Police. Through our engagement workshops and other initiatives with police officers and young people, we will work to tackle this issue and reduce mistrust of the Police overall.

**Key targets include:**

- We will collect and analyse usage data for our Library and Early Years services, including a breakdown by ethnicity, and work with services to identify and develop actions to target under-represented groups.
- Our placement board in relation to Children Looked After will be up and running by summer 2021.
- Continue our programme of engagement workshop sessions with senior police officers and young people throughout 2021.

To achieve outcomes such as:

- Increased take up of Library Services from children and families from lower socio-economic groups evidenced by an increase in library membership and an increase in visitors to improve access to digital services.
- Through our Somali community action plan we aim to increase the numbers of Somali young people and families accessing our early help and preventative services and reduce the numbers within the community who become victims of Modern Slavery.
- A reduction in the overall numbers of children becoming looked after, particularly among Black Caribbean, Black African and Mixed parentage children.
- Reduced numbers of children and young people being stopped and searched by the Police from specific ethnic backgrounds and reduced numbers of young people from Black, Asian and



Minority Ethnic groups entering the youth justice system.

**Public Health**

Over the past year, Public Health have been focusing on work to address inequalities in relation to the borough's COVID-19 response. We will continue to work to better understand the disproportionate health effects we have seen amongst Black, Asian and Minority Ethnic communities through collating research, developing culturally competent prevention campaigns and ensuring our recovery plans pay particular attention to such groups.

The disproportionate impact of the pandemic has served to highlight health inequalities that have long been seen in our country by both the NHS

and local authorities. For example, data shows that some Black, Asian and Minority Ethnic groups are at high risk of diabetes. We need to expand our understanding of who currently accesses our services and provide tailored, culturally competent help that increases engagement. Addressing the disproportionality we know exists in health is a priority. However, we don't always know enough about the communities we serve so expanding the information we have is key to inform action elsewhere. We will continue to seek out and challenge other inequalities through improving the consistency of our own data collection as well as sharing our data knowledge throughout the organisation. We will actively promote representation of diverse communities in any planned engagement work and improve the breadth and accessibility of Public Health information. Alongside our data and engagement



work, we will develop actions to ensure that our approach to commissioning services considers health inequalities for diverse communities. Our commitments include the following actions:

- We want to better understand the disproportionate health effects of COVID-19 on Black, Asian and Minority Ethnic communities. To do this we will implement local collection of ethnicity data at death registration, going above the national requirement.
- We will carry out workshops to improve the understanding of the need for high quality data on protected characteristics among council colleagues and partners working across the health and care system.
- We want to ensure our Diabetes Prevention Programme and other early intervention and prevention services are accessible to high risk Black, Asian and Minority Ethnic communities. To do this we will work with providers to effectively and appropriately engage target groups.
- We want to ensure that our commissioned services actively promote diversity and equality across a range of areas, including: their workforce, service offer and in monitoring complaints, incident and deaths in service. We will complete an audit of commissioned services to identify how they monitor diversity and equality issues and co-develop plans to address areas of weakness.

**Key targets include:**

- Until March 2021 we will continue to refine our Public Health commitments to incorporate further areas of work outside our COVID-19 response.
- We will review the data needs of other departments to consider how Public Health could add value through shared tools and workshops.
- Assess service usage data for our Diabetes Prevention Programme to set a baseline and target to monitor for increased percentage of people entering and completing the

programme from different Black, Asian and Minority Ethnic groups.

- In 2021, we will complete our equality audit of commissioned services including regular engagement with providers.

To achieve outcomes such as:

- A greater understanding of the impact of COVID-19 on communities in the borough which are used to inform service planning and communications.
- Improvements in data quality and increased consistency in reporting against protected characteristics across the health and care system will allow us to better understand health inequalities and be better placed to address them.
- An increased percentage of people from different Black, Asian and Minority Ethnic groups engaging successfully with prevention and early intervention services, such as the Diabetes Prevention Programme.
- Service users and staff from all communities report improved experience of NHS, local government and integrated care systems and commissioned services.



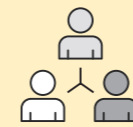


# Governance and Monitoring

Transparency, accountability and openness are key parts of our commitment to challenging inequality, racism and injustice. Continuing the ongoing process of quality dialogue and co-production which has informed our programme is essential to ensure our actions are tackling inequality in a meaningful, sustainable and effective way.

The diagram below shows the forums we have created for staff, partners and the community to shape, monitor and challenge our progress. This Challenging Inequality strategy will be subject to ongoing review by these groups and updated to reflect changes in needs, evidence or new strategies.

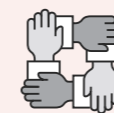
Relevant service directors will be responsible for completing and reporting on actions. Progress will be monitored by the Challenging Inequality Programme Board and will be reported publicly via an annual stocktake. The strategy, actions and priorities will be refreshed as part of this annual stocktake to ensure we are making an impact and delivering tangible change.



The **Challenging Inequality Programme Board** has oversight of the implementation of the action plan and provides challenge, assurance and advice. The Board is made up of council directors and leads from each service area who are responsible for the development of individual action plans and will report to the Board on performance and progress.

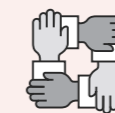


The **Race Equality Working Group** provides a forum for elected members to provide strategic leadership and have oversight of the challenging inequality, racism and injustice programme.



**Staff Networks** including the Race Equality Staff Network, Disabled Staff Forum, LGBT+ Network, Women's Forum and the Carers Forum.

The **Challenging Inequality Staff Network** brings together members from existing staff networks, including the LGBTQ+, Disability Network, Race Equality Network Women's and Carers networks.



The **Challenging Inequality Coalition** provides the community voice and challenge to the programme. The Coalition represents a diverse range of community groups and will be chaired by a community representative. They meet every six to eight weeks to provide a platform to discuss and deliver on different equalities issues.




The **Challenging Inequality Partners Working Group** is a forum for partnership working for a variety of organisations and institutions, including representatives from Healthwatch, NCL CCG, Camden and Islington NHS Trust, City and London Metropolitan University.


**Do you need this information in another language or reading format such as Braille, large print, audio or Easy Read?  
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