

Disproportionality and Anti-Racist Practice in London

Merlin Joseph, Strategic Director of Children's Services, Lambeth
ALDCS Workforce Policy Lead

“We recognise that the Black Lives Matter Movement presents a challenge to do better which applies to all of us”

ALDCS, June 2020

- The purpose of this workshop is to explore how we can address the issues of disproportionality and anti-racist practice across London.
 - What is the scale of the problem?
 - What have we done?
 - What are we doing?
 - What more can we do to address these issues?

The context

There has been a period of intense reflection and action in the aftermath of the murder of George Floyd in May of last year

The Black Lives Matter movement goes back much further than this beginning in 2013 in protest to police brutality in the USA, but which is now global

Racism is still as prevalent as it used to be and the headlines of even this week about the online abuse of Marcus Rashford, tell us that we still have a long way to go to address some of the racist attitudes that pervade our society

These are just a few of the examples that provide us with the imperative and in fact the obligation to redress disproportionality and anti-racist practice in our organisations and the work that we do

Workshop Agenda

1) Current initiatives

- Black, Asian and Minority Ethnic Leadership within Children's Services

(Merlin Joseph, ALDCS Workforce Policy Lead and Strategic Director of Children's Services, Lambeth)

- Raising the Game, School and Community Initiatives

(Andrea Parker, Lead Head Teacher, Bonneville Primary School, Lambeth)

- Embedding an anti-racist culture and mindset within an organisation

(Sonia Khan, Head of Policy and Strategic Delivery, Hackney)

2) Open discussion: What can we do collectively?

What have we done?

- We're building on a substantial body of previous work, but we still recognise that racism has persisted, and outcomes remain disproportionate
- ALDCS are working closely with LIIA as an existing vehicle for sharing practice and collaborative working and this has included the engagement of The Staff College
- The work done already has recognised that this is a multi-dimensional problem that requires multi-dimensional responses

What have we done?

- We've also created the Black, Asian and Ethnic Minority Reference Group (August 2020) to help address the under-representation of minority staff in leadership positions within London's Children's Services.
- Its creation is a significant and powerful moment in its own right – bringing together a pool of talented (now numbering 65) minority leaders from across the capital to share and voice their experiences and to propose solutions.

Consultation with this reference group identified key issues and areas of concern that it was agreed were crucial to address:

- Initiatives on Black, Asian and Minority Ethnic staff development have not succeeded because they are not embedded within wider organisational culture and practice
- There is a lack of coaching/mentoring for Black, Asian and Minority Ethnic staff
- There is a lack of Black, Asian and Minority Ethnic role models
- Systemic racism in recruitment, performance management, and progression opportunities still persists

- Mistrust of the political element to recruitment at the higher levels
- A desire for Black, Asian and Minority Ethnic networking opportunities (intimating that there is a lack of these opportunities)
- Limited availability of BALI (Black and Asian Leadership Initiative) places
- Recognition that whilst the Reference Group focus is on workforce issues, that these are closely linked to issues in service delivery and the outcomes for children and their communities

As a consequence of this consultation with the Reference Group we have developed the Black, Asian and Minority Ethnic Leadership Programme

- Proposals agreed by ALDCS on 25 January 2021
- £50,000 has been earmarked from LIIA for development of a one year pilot
- This will complement the existing BALI programme
- The programme will focus on both staff development and organisational practice and culture
- The programme will be delivered by The Staff College

Final Programme

- Staff Development – 25 places on Leadership Programme
- Accompanying mentoring/coaching offer
- Pan London Black, Asian & Ethnic Minority staff conference
- 2 X DCS and senior leader cultural competency workshops
- 18 further Staff College days to address workshop/conference outcomes
- An ongoing, defined relationship between ALDCS and the Reference Group



A final thought from me...

I am firmly of the view that these programmes of work and these initiatives will collectively enhance our abilities to better serve our children, families and communities

- So, as a final thought, I pose a question to all the Members and Leaders here today
- *“What can you do or what can you influence to support, develop and promote this agenda from your positions and within your local authority to accelerate effective proportionality and to boldly tackle the anti-racist practices that exist in our workplace.”*

LAMBETH SCHOOLS PARTNERSHIP

RAISING THE GAME

INFLUENCING ANTI-RACIST PRACTICE & DISPROPORTIONALITY



Ms Andrea Parker

Lead Headteacher- Bonneville, Jessop and Stockwell Primary Schools

Co- Chair of Lambeth Schools Partnership

Leader of Raising the Game

RTG-LAMBETH CONTEXT

[Raising the Game](#) is an initiative run by the Lambeth Schools Partnership, established in 2018, focusing on raising the achievement and aspirations, and reducing the exclusion of Black Caribbean pupils in Lambeth.

- The initiative began with 37 schools: 23 primaries and 14 secondaries. **It is now open to all LSP schools.**
- The initiative is based on the research, data and recommendations of [Dr. Feyisa Demie](#).
- *Raising the Game* builds on the Lambeth Equalities Commission 2018.

Focusing on Black Caribbean pupils, the initiative's main aims are to:

- Close the historic attainment gap of 7-10% and improve life chances;
- Raise aspirations;
- Address and reduce disproportionately high rates of exclusions.

INTERVENTIONS

Head Teacher Coaching: In year one, heads challenged each other on the full suite of data relating to Black Caribbean pupils' achievement at their schools, identified interventions and reviewed the impact of interventions and prioritised the needs of these pupils.

Raising Attainment Plans (RAPs): Each school was asked to produce a RAP at the beginning of the initiative; either a separate plan or an identified priority of their annual improvement plan. Progress with the plans is monitored by their School Improvement Advisor.

Aim High: A programme of events for Black Caribbean pupils who will benefit from hearing from inspirational black individuals from a range of professional and academic backgrounds.

Parental Engagement Network: A project that encourages parental and carer engagement in their child's educational journey from the very start through fun activities, play, reading together and developing a home learning culture. Work in the second year of the initiative focuses on transition stages.



Aim High Primary, February 2020





Aim High
Secondary,
October
2019



INTERVENTIONS CONT.

Diversifying the Curriculum: An initiative to create more inclusive curriculum materials for both primary and secondary, in core subjects as well as humanities, which schools can use to diversify their curriculum.

Behaviour for Learning and Avoiding Exclusion: Training for teachers and learning mentors to manage behaviour positively, focus on alternatives to permanent exclusion (FAP), pedagogy that develops a climate of self-efficacy for all, CPD to develop school culture and climate.

Unconscious Bias Training: In the second year, heads and chairs of governors took part in a two-part Unconscious Bias training, led by *Tharoor Associates*.

Lambeth Headteacher's Conference: Annual Brighton Conference dedicated to RtG Baroness Lawrence guest speaker.

Collaboration with The Rt. Hon Stuart Lawrence: A series of sessions for parents and guardians on how best to support their children.



**Inclusive Primary
Curriculum
Materials
Launch,
September 2019**



QUANTITATIVE OUTCOMES 2019

KS2

In KS2, schools within the *Raising the Game* initiative with five or more Black Caribbean pupils improved their results by **11%** from 2018.

This is compared to all Lambeth Schools where the improvement for Black Caribbean pupils is 3% compared to 2018.

GCSE

GCSE results for Black Caribbean pupils in 2019 also improved since 2018 for 4 – 9 results (standard pass) by **3.7%**.

Exclusions

Permanent exclusions of Black Caribbean pupils reduced from 15 in 2018 to four in 2019.

This is still disproportionate but a significant improvement.

QUALITATIVE OUTCOMES SINCE THE INITIATIVE BEGAN

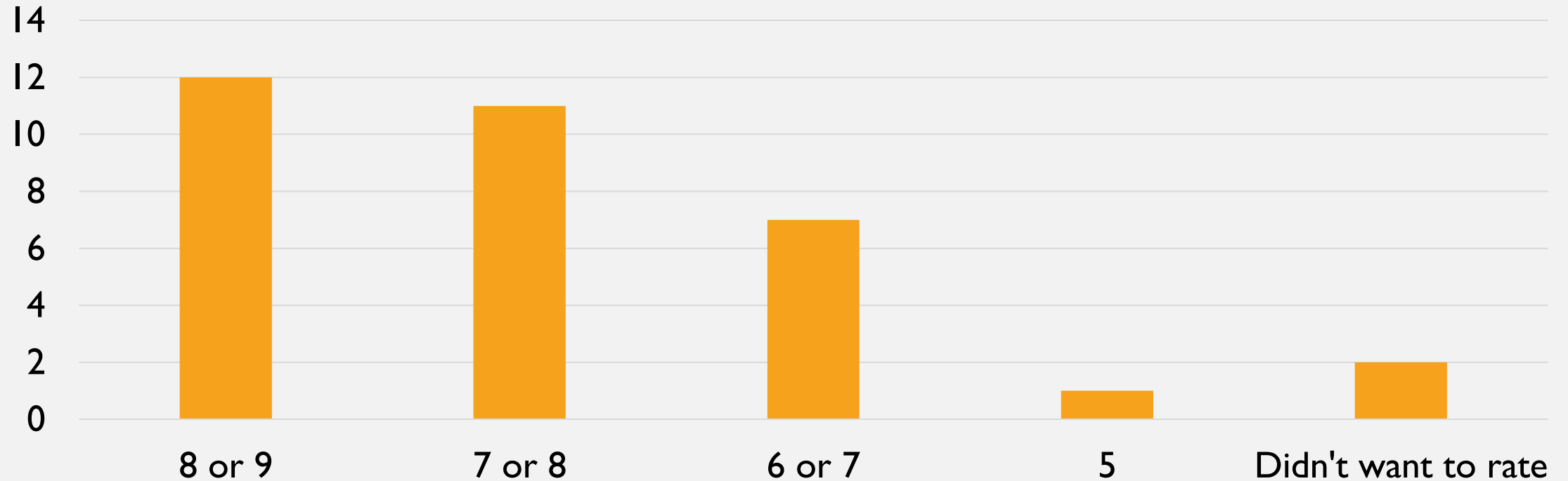
- **Inclusive Curriculum:** Materials for a more inclusive primary curriculum were developed in the following areas: English, Science, Art and History.
- **Aim High:** Since *Raising the Game* began in September 2018:
 - More than 2200 pupils from years 2 – 10 from 26 Lambeth schools, including some from YOS, have attended *Aim High* sessions.
 - We have welcomed 190 volunteer inspirational Black speakers from a vast range of professions, with many of them being very prestigious.
- **Behaviour:** This strand led to the creation of a new Fair Access Panel for KS3 and 4 in Lambeth, as well as an Inclusion Fund.
- **Independent Research:** Some schools have taken the initiative to do research on Black Caribbean underachievement in their particular schools and are looking at innovative ways to address this.
- **Collaboration:** with other local authorities, charities and private organisations to collectively improve outcomes for Black Caribbean pupils.
- **Local priority:** Many schools are now very familiar with the initiative and have partaken in multiple *Raising the Game* initiatives. Last year's LSP Annual Heads Conference focused on Black Caribbean achievement.

HEADTEACHER QUESTIONNAIRE

- In July this year, 33 out of 36 *Raising the Game* heads partook in an end of year two questionnaire which covered:
 - Feedback on the initiative and each of its interventions;
 - Recommendations for year three;
 - Effects of COVID 19 and lockdown on Black Caribbean pupils and progress with *Raising the Game*.

HEADS' OVERALL RATINGS OF *RAISING THE GAME*

Total of 33 responses



A large orange circle occupies the center of the page. Inside the circle, the text "PLANS FOR THIS YEAR" is written in white, uppercase, sans-serif font, centered horizontally and vertically.

PLANS FOR
THIS YEAR

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INFLUENCING ANTI-RACIST PRACTICE

RACIAL JUSTICE CHAMPIONS

- To keep the initiative at the top of schools agenda
- To ensure all school staff and community are aware of Raising the Game, its aims, events and impact
- To share best practice and learn from each other
- Have opportunities to have impact beyond your school
- To support the initiative so events are well attended and your school is engaged

INFLUENCING ANTI-RACIST PRACTICE



Since June 2020, we have been collaborating with six other London local authorities around Black Caribbean attainment.

LAs we are working with:

- Hackney
- Haringey
- Lewisham
- Croydon
- Southwark
- Brent

Together, we are working on collective priorities, demands and deliverables around:

- A quality mark for racial equality- Defining a standard
- Curriculum development- Series of webinars
- Parents as partners
- Tool Kit- Suite of resources to share more broadly
- Conference- Spring/Summer

INFLUENCING ANTI-RACIST DISPROPORTIONALITY

RAISING THE GAME: COLLABORATIONS

- **Parental Engagement Network**
- **Lambeth Cultural Education Partnership**
- **Southbank Centre Advisory Board**
- **Inclusive Nurturing Schools Advisory Board**
- **The Black Curriculum**
- **Team Lawrence-** Aim High Parental Roadshow with Rt. Hon Stuart Lawrence first session took place 9th December on the theme of Law.

INFLUENCING ANTI-RACIST DISPROPORTIONALITY

KEEPING SCHOOLS INFORMED





VIDEOS FROM THE INITIATIVE

- **Aim High Events**
- [Primary, February 2020](#)
- [Secondary, October 2019](#)
- [Primary, April 2019](#)
- [Secondary, October 2018](#)
- **Diversifying the Curriculum**
- [Promotional Video](#)

London Innovation and Improvement Alliance Summit- Workshop on disproportionality and anti-racist practice

Embedding an anti-racist culture and mindset in an organisation - a work in progress

Sonia Khan, Head of Policy and Strategic Delivery, London Borough of Hackney



Jasmine and Aaron, two of our management trainees

Builds on ongoing focused work since 2018 on:

Genesis of work is tackling inequalities work

- Important to understand the **moral imperative** - the reality that structures and systems do not work for all
- A leadership that reflects the diversity of the population, that brings lived experience and inclusive thinking brings a different mindset, a different way of framing and forming solutions

Promoting workforce diversity - people from all backgrounds should be represented at all levels

- Intensive period of learning, listening and co-producing solutions with hundreds of staff
- Now embedding solutions across the employee journey and into workforce / divisional plans
- Some areas putting more dedicated resource into their divisions (Children's - diversity lead)

Promoting an inclusive leadership culture - so that everyone thinks and leads more inclusively

- Based on building a network of champions who lead conversations (training, videos, talks), help design solutions (e.g. diversifying contractor base, divisional workforce plans) and provide diverse perspectives (e.g. to recruitment processes) - corporately and locally
- Also parallel programme of work in schools

Builds on ongoing focused work since 2018



Our first cohort of inclusive leadership champions recruited, trained and engaged in 2019- we are now recruiting to expand this network

The work since 2018- the detail

- Creation of an Inclusion Champions programme with staff who would champion values of diversity, equality and inclusion, through delivering training and working with directorates to develop anti-racism plans.
- Development of in-house training modules on inclusive leadership, cultural humility and tackling institutional racism. These management courses aim to encourage greater self-awareness about inter-personal biases and preferences, so as to better understand our own culture and how this impacts our outlook and the decisions we take.
- Director led focus groups with staff from culturally and ethnically diverse backgrounds, helped us understand the way management behaviours, policies and procedures impact the wellbeing and career progression of staff and informed our current plan of action.
- Short 'think inclusive' video recordings created and shared with the workforce featuring conversations on microaggressions, challenging prejudices, intersectionality and the dynamics of power and privilege.
- Currently developing a single management standard, with an inclusive management toolkit to encourage best practice and consistency in supporting staff career progression. This toolkit will nudge managers to embed inclusive practice in everything they do to manage staff and deliver services.
- Improving our workforce data so that data is nuanced, meaningful and informs what target action might be further required.

Future plans in the pipeline:

Equalities coaching and reverse mentoring programme

Directorate level data dashboards to track progress and ensure accountability

Launching a leadership programme for senior managers to equip managers with strategies to more confidently engage those outside the organisation, and encourage inclusive procurement practices that will hopefully benefit the wider economy.

Developing a shared approach to inclusive leadership with other system leaders across the borough.

Accelerating work on anti-racism

In June 2020, we issued a clear statement setting out our commitment to anti racism and therefore to tackling structural racial inequality and systemic racism and embedded this in our corporate plan, refreshed in the light of the pandemic.

Being anti racist **does not stop at tackling conscious hatred, like racial abuse.**

The **most damaging aspects of inequality and racism are far more embedded in society and being anti racist takes a lot of work**, to see the ways that inequalities and racism are embedded in society.



Removal of Cassland Gardens sign as part of [Review, Rename, Reclaim](#)

Anti-racism action plan

This is not the time for more reviews **but for action, working with communities that best understand communities and best understand the institutional changes needed.** We will now build on the work we are already progressing in the community and in the workforce, but we also need to keep listening and evolving our response.

Actions are cross cutting:

Institutional change and asset based approaches-
e.g. curriculum

Community engagement and community relations
e.g. naming review

Culture and leadership- embedded across partners
e.g. anti-racist training, anti-racist ways of leading in the inclusive managers toolkit

Accountability e.g. Accountability board

Influence: e.g. campaigning on windrush scandal



Deputy Mayor Cllr Bramble talking to Hackney student



Embedding an anti-racist culture and mindset

Remain grounded in a strong understanding of systemic and structural racism

So mindsets that focus on deficits in communities, access, treating everyone the same mindsets won't cut it

Making the case, owning the issues

Intelligence driven forensic approach - leaves less room for endless debates

Getting away from the “one thing” way of thinking and engage with complexity

Ensure there is committed, authentic leadership - officer and political adopting and owning sustained solutions

Embed into HR policy and process and management culture

Involvement

Make this a movement as well as a managed process

Provide a platform for people to speak out- room for shaping and disruption

Be specific

Understand the specific issues in your area

Don't lump all equality groups in together - Black Lives Matter requires a focus on anti-blackness

Discussion

What should we be doing collectively?

LIIA and Partner Disproportionality work

- LIIA Disproportionality Dataset – Comparative across London LA's looking at social care, education, youth justice outcomes
- Workforce – Black, Asian and Minority Ethnic Leadership Programme
- Sub-regional Strategies
- London CRB – Strategic plan to reduce disproportionality in Youth Justice System (February 2021)
- Compiling and Sharing Local Authority Best Practice

