



Neighbourhoods



**Anti-racist Principles Guidance:
Working to improve fairness, justice,
and equality in
City and Hackney
2024**

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Introduction

This guide presents six anti-racist principles, developed in collaboration with health and social care professionals and resident representatives in City and Hackney. These principles are designed specifically for public and voluntary organisations in City and Hackney, aiming to promote fairness, justice, and equality in accessing publicly funded services and job opportunities for members of the global majority living, learning, and working within these areas. Additionally, the guide outlines how these principles were co-developed, and offers practical guidance on implementing them within your organisations to create a more inclusive and equitable environment.

We advocate for the adoption of anti-racist approaches. These principles transcend the traditional white and black binary, addressing both inter- and intra-group biases and prejudices that hinder equitable outcomes. By embracing

these principles, we aim to create environments conducive to building sustainable and fulfilling lives, while also ensuring that services are designed and delivered in a manner that is inclusive and responsive to the diverse needs of all individuals.

This first iteration is being delivered through two test sites and this document will be updated the case studies and findings brought out during the testing.

This guide came out of a community of practice in Neighbourhood teams that is growing through team and individual coaching provided by UEL. This is a living document that will be reviewed over time to reflect our learning.

The work is evaluated through the annual Neighbourhood staff survey awareness of antiracist approaches measure.

Background

In 2023, The City and Hackney Neighbourhoods Programme team initiated a project aimed at enhancing anti-racist practices within Neighbourhood teams that were specifically tailored to the City and Hackney context. The project began life in a Long-Term Conditions improvement project. The project aimed to co-design and deliver a series of action learning sets, fostering reflection on anti-racism and driving an anti-racist approach to service solutions unique to City and Hackney Communities. The goal was to translate learnings from live service development into principles for creating racially responsive services tailored to the needs of City and Hackney residents.

'Race', ethnicity, and diversity are particularly important in City and Hackney because the areas have a rich mix of cultures and histories. They are known for their diverse population, including people from different racial and ethnic backgrounds from Global Majority Communities (e.g., Black, African, Asian, Brown, dual-heritage, indigenous to the global south, and people who have been racialised as "ethnic minorities"), as well as the Jewish community, young and old alike.

One thing that makes diversity special in City and Hackney is how they have always welcomed and celebrated people from various backgrounds. This mix of cultures and traditions makes their communities vibrant and unique.

But with this diversity comes challenges. Many people in City and Hackney face unfair treatment and discrimination because of their race or ethnicity. This can affect things like education, jobs, housing, and healthcare, creating inequalities in these areas.

The mix of 'race', ethnicity, and social factors in City and Hackney also means that some groups might not have the same access to opportunities as others. For example, young people from a global majority or religious minority background might face different challenges than older people from the same background.

As City and Hackney grows and changes, there are also concerns about how development projects might affect the communities. Some worry that long-time residents, including those from diverse backgrounds, might be forced out because of rising costs or changes in the neighbourhood.

Overall, diversity in City and Hackney is special because it creates rich and vibrant communities. With this in mind it is important that developing the neighbourhoods' way of working embeds an anti-racist approach, keeping residents at the centre of what we do.



Wheel of discrimination



Reproduced from Race and Racism in Australia, McConnochie K, Hollinsworth D and Pettman JH, Social Science Press, Wentworth Falls 1998.

The Wheel of Racism is a way to understand how racism works in society. It shows that racism isn't just about individual people being prejudiced, but a big system that's built into things like schools, laws, businesses, and culture. The "wheel" idea helps us see that racism keeps going because all these parts work together to support it.



Methodology: Community of Practice in Neighbourhoods co-production process of the Anti-Racist Principles

Description

The Community of Practice in Neighbourhoods consisted of a series of online workshops led by Dr. Darren Sharpe, focusing on understanding and addressing anti-racist priorities in local areas. Participants included resident representatives, volunteers, and local health and social care teams collaborating to improve anti-racist practices. These workshops aimed to facilitate learning and the co-creation of knowledge leading to consensus on place-based anti-racist principles (and case studies).

Workshop goals and learning objectives



Aims:

- To foster critical thinking about anti-racist work and community health issues.
- To establish place-based principles and tools to support anti-racist work in community health.

Learning Outcomes:

- Discussed different traditions in health promotion and anti-racist working.
- Demonstrated an understanding of theories and methods underpinning anti-racist work.
- Critiqued anti-racist theories and methods in local and global contexts.
- Communicated complex ideas around anti-racist work to diverse audiences.

Workshop Themes:

1. Anti-racism in Community Health:

- Explored existing mechanisms for promoting an inclusive society.
- Learning Outcome: Built understanding of key anti-racist concepts.

2. Being Anti-Racist in the Workplace:

- Explored challenges and tools for building an anti-racist workplace.
- Learning Outcome: Enhanced awareness for individual participation in anti-racist work.

3. Systems Approach to Anti-Racism:

- Rebalanced power and resources to uplift marginalised communities.
- Learning Outcome: Identified collective action needed to scale anti-racist practices.

4. Monitoring and Innovating Anti-Racist Practices:

- Assessed organisational anti-racist efforts and explored innovative approaches.
- Learning Outcome: Understood reflexive monitoring in anti-racist work.

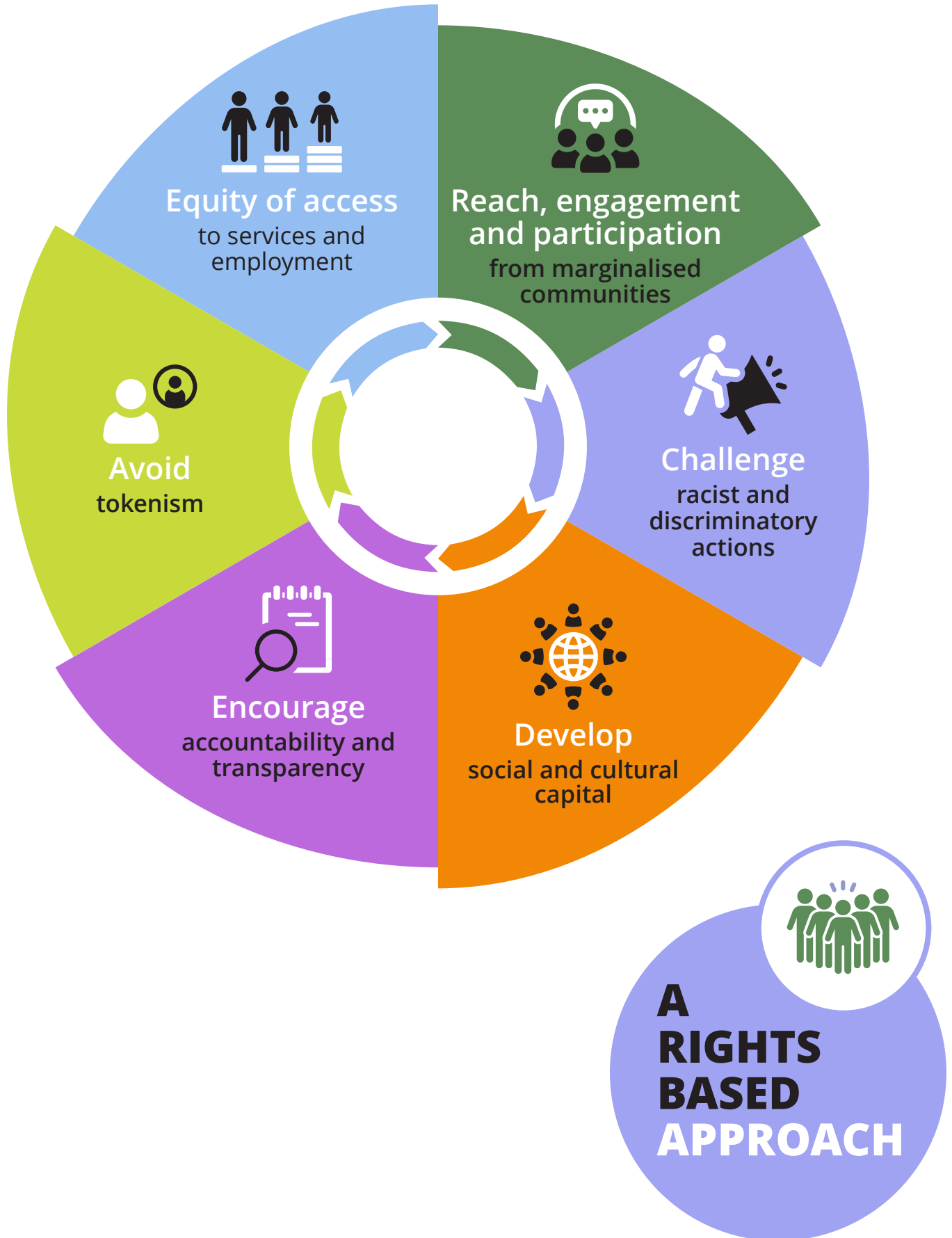
5. Review and Plan Next Steps:

- Reflection on the benefits of the workshop series and plan next steps to test the effectiveness of the anti-racist principles across the system.

Partners:

Homerton Healthcare NHS Foundation Trust, NHS North East London ICB, Lower Clapton Group Practice, London Borough of Hackney, City of London Corporation, Hackney CVS, Hackney Migrant Centre, Healthwatch Hackney and University of East London.

City and Hackney Anti-racist principles





Reach, engagement, and participation from marginalised communities

Why:

People from marginalised communities are often excluded and face barriers that keep them from accessing services. By ensuring that the services we provide are designed to reach and engage everyone, including those from marginalised communities, we are able to promote maximum participation from these groups.

How:

- Neighbourhood forums
- High quality inclusive involvement offers e.g. Neighbourhood Resident Advisors
- Voluntary and Community Sector (VCS) Leaders forum
- Community advisory teams
- Provide more opportunities to see people face to face, especially for non-English speakers.

Example:

Making Every Contact Count

“Making Every Contact Count” (MECC) is a training programme offered by the Social Marketing Gateway which has been operational in City and Hackney since 2020. It aims to empower frontline staff and volunteers to initiate proactive, strength-based discussions about health and well-being with the public. The programme directs individuals towards local preventative services and support. Co-designed to enhance capacity within the health and care system, MECC equips staff with the necessary skills, confidence, and tools for effective health conversations. The target audience includes healthcare workers, volunteers from diverse sectors, and staff engaged in community services. This approach to addressing health inequalities prioritises mitigating factors contributing to disparities, particularly those exacerbated by racial inequities.





Challenge Racist and Discriminatory Practices

Why:

Identifying and challenging structures, processes and systems that reinforce racial exclusion ensures that we remain at the forefront of tackling racism within our organisations. Racism at an individual level can range from more subtle microaggressions to more overt hate crimes. Certain actions although seemingly innocuous could unwittingly encourage racial inequity.

Example:

The Health & Racial Justice Labs Programme: Co-Creating A World Free from Racial Inequities in Health

The [Health & Racial Justice Labs Programme](#), detailed in the HRJ Lab Cohort 3 Booklet, is a transformative effort aimed at addressing racial health disparities in London. Supported by funding from the London Mayor's Health Inequalities Strategy, the programme responds to the urgent need to confront systemic racism as a fundamental driver of health inequities. Through a curriculum covering topics such as decolonising health models and integrating anti-oppressive community development approaches, HRJ Lab empowers participants across diverse sectors to catalyse change. Its distinctive approach combines facilitated learning, peer engagement, and reflective practices to facilitate a deep understanding of the connections between racism and health disparities. By targeting a wide audience, including healthcare professionals, community leaders, and policymakers, the programme seeks to mobilise community action, cultivate a network of advocates, and reimagine health systems for racial justice. This initiative not only educates but also provides a platform for healing and joy, underscoring the importance of sustaining efforts in racial equity work.

How:

- Record useful feedback.
- Recognise personal bias.
- Calling out, where needed, existing racist structures.
- Actively engage those who know more.
- Encourage public and service partnerships with the communities we serve.

Example:

Barriers to Preventative Care report March 2024

The [Barriers to Preventative Care Report \(March 2024\)](#), conducted by the City and Hackney Neighbourhoods Team in partnership with Renaisi, delves into obstacles hindering effective preventative care to support residents in ageing well. Utilising document reviews, focus groups, interviews, and surveys involving staff and residents, the report scrutinises five stages of preventative care delivery: cohort identification, engagement, individual needs assessment, care coordination, and accessing provided care. Key findings reveal significant challenges, including housing issues, resident trust, cultural sensitivities, and low engagement, impeding successful ageing well initiatives. Recommendations focus on improving communication, service accessibility, and care coordination, targeting healthcare professionals, local government, and related organisations. Emphasising a collaborative, multi-stakeholder approach, the report stresses the necessity to address these barriers effectively to enhance the well-being of City and Hackney's ageing population.



Develop social and cultural capital

Why:

By taking individual and corporate action we can promote interventions that develop the social and cultural capital of those we work with. These can include the opportunity to engage in physical and cultural activities that provide enrichment for all, identify champions of anti-racist practices within our organisations, and celebrate communities that make up the Hackney tapestry.

How:

- Neighbourhood forums
- Encourage innovation
- Education to improve understanding of ethnic disparities
- Community advisory teams
- Involve community champions from the Volunteer Centre Hackney towards co-production
- Identify and celebrate champions of anti-racist practices within our organisations.

Example:

The Hackney Community Strategy 2018-2028

The [Hackney Community Strategy 2018-2028](#) provides a detailed plan to make Hackney a more equitable, inclusive, and prosperous borough by 2028. Recognising the diversity of Hackney as a valuable asset, the strategy tackles rising inequalities and housing affordability challenges, with a focus on ensuring that culturally diverse communities also benefit from the borough's growth and economic development. It outlines actions in key areas like housing, employment, sustainability, and community engagement. By promoting collaboration and incorporating diverse perspectives, including those of underrepresented groups, the strategy aims to create a fairer, safer Hackney where cultural diversity is celebrated. This vision aims to establish Hackney as a model of inclusive urban development, where all residents can share in the borough's economic progress.





Encourage accountability and transparency

Why:

Progressive accountability towards embedding anti-racist principles in the work we do is vital for promoting good working practices. By ensuring that there is transparency and accountability in the decisions we make, we can work towards limiting biases and being committed to encourage more effective anti-racist work.

How:

- Anti-racist task forces
- Involve global majority populations in decision-making processes
- Set up checks and monitoring measures
- Listen with a commitment to change
- Embed anti-racism work within the organisation strategy
- Action plan for monitoring against key indicators

Example:

Cardiovascular disease MATCH (eMbedding heAlth equiTy in City and Hackney) Steering Group

This [document](#) summarises the outcomes of the MATCH Steering Group, focusing on addressing health disparities impacting African and Caribbean communities in City and Hackney, particularly in cardiovascular health. Members have included voluntary sector groups, GPs, NHS, and Population Health Hub representatives, collectively aiming to tackle the disproportionate burden of cardiovascular diseases in these communities through community-centred interventions. Discussions highlighted challenges such as healthcare access barriers, language issues, medication adherence support, and culturally appropriate dietary guidance. The document proposes strategies to enhance resident engagement in preventative healthcare services, emphasising the integration of community insights for service refinement. Targeting healthcare professionals, policymakers, and community organisations, this document serves as a vital roadmap for promoting equitable cardiovascular health outcomes, emphasising collaboration and local insights to address the unique healthcare needs of African and Caribbean communities in City and Hackney.





Avoid tokenism

Why:

Tokenism can easily occur when people from the global majority are not meaningfully engaged in the workforce, despite being present. By providing training incentives and targeted drives to promote recruitment of people who reflect the communities we work with, we can ensure that we have a truly inclusive and effective workforce. It is paramount that we decolonise the idea of having the right people in the room over having the right skills and experience set.

How:

- Targeted inclusive recruitment policies and strategies
- Improve access to opportunities available for marginalised groups
- Promote integration and understanding
- Identify communities that may not be engaged, and co-produce strategies to address this with residents
- Support staff in career development, staff mentoring, and qualifications

Example:

Hackney Joint Health & Wellbeing Strategy 2022-26

The [Hackney Joint Health & Wellbeing Strategy 2022-26](#) outlines a plan to enhance overall health and reduce inequalities among Hackney residents through targeted actions in three main areas: mental health, social connectivity, and financial security. Recognising the significant impact of racism and discrimination on health outcomes, the strategy commits to embedding anti-racist actions and tackling structural inequalities. It stresses the importance of a community-centred approach and collaborative efforts involving healthcare, local government officials, community organisations, Voluntary and Community Sector (VCS) Organisations, and Hackney residents to address the underlying causes of health disparities. This comprehensive strategy provides a roadmap for addressing the root causes of health disparities, with a particular focus on meeting the needs of global majority and ethnically diverse communities.





Equity of access to services and employment

Why:

Improve equity by making services accessible to all, including job opportunities

How:

- The 'Welcome to Hackney- LBH guide for No Recourse to Public Funds (NRPF)' contains information on what services are available for people with NRPF.
- 'Together better': organises group events led by patient volunteers to improve lives.
- Produce and distribute information that clearly informs vulnerable residents about the services and government support they are eligible to receive, emphasising what they can access rather than what they are not entitled to.
- **Together Better** is a Volunteer Centre Hackney service that supports local communities through free patient-led activities at GP surgeries across City and Hackney

Example:

Equity of Access: Welcome to Hackney

The **Welcome to Hackney guide** provides vital information on support services in the area, with a focus on refugees and those with NRPF status. It covers financial assistance, housing, education, healthcare, mental health, social care, employment, women's safety, community safety, and legal advice. By encouraging early engagement, prompt applications for housing and benefits, utilising educational and language courses, immediate healthcare registration, and seeking legal counsel, when necessary, the guide aims to empower individuals to access their rights and essential support for integration and well-being in the UK.

Example:

Poverty Reduction Tools for Work with residents who are struggling

The **Poverty Reduction Tools** document is a guide for Hackney residents, especially those experiencing financial difficulties. It details the Hackney Council Tax Rebate scheme for eligible individuals and offers additional support. The intended audience includes eligible residents, professionals assisting residents, and community organisations providing aid. It highlights key points such as the one-time payment of £150-£180 for qualifying households, application procedures, and supplementary aid like food vouchers and childcare support. The goal is to raise awareness and encourage eligible residents to access available financial assistance.



How to apply the anti-racist principles

Overview

These anti-racist principles are designed to benefit different groups (i.e., resident representatives, practitioners/volunteers, commissioners, and governors) by providing tailored support and guidance to enable and empower you to proactively act to challenge racism.

When applying the anti-racist principles, it is important to consider and integrate the [Sir Michael Marmot Fair Society, Six Policy Objectives](#), and the recommendations from the [report of the Commission on Race and Ethnic Disparities](#) to help identify and bound your challenge. These frameworks should underpin your decision-making process in selecting and shaping SMART targets and indicators.

How to apply an intersectional lens to your anti-racist challenge

Intersectionality

Human lives are complex and cannot be fully understood by considering single categories like gender, race, or socio-economic status. Instead, people's experiences are shaped by multiple factors and social dynamics working together. When examining social issues, it is crucial not to pre-determine the significance of any category; rather, their importance should be revealed through investigation. Intersectionality serves as a critical appraisal and approach that acknowledges individuals' complex identities and experiences. It recognises that privilege and oppression cannot be addressed with blanket terms or generalist approaches, emphasising the need for nuanced understanding and tailored solutions.

In this context, the idea of intersectionality provides you with a critical lens to apply and measure the application of the anti-racist principles. The option is yours on which measure to draw upon to focus your anti-racist challenge. However, applying an intersectional lens will help you to see the challenge in more than one way, not fixed, and not in simple terms of resistance or oppression.

Practitioners and Volunteers

Benefit: Build awareness and understanding on how to act.

Direction: The anti-racist principles include practical strategies, case studies, and resources to equip practitioners and volunteers with the knowledge and skills needed to effectively address anti-racism in their daily practices. It focuses on promoting awareness, fostering understanding of anti-racist principles, and providing actionable steps for implementation.



Commissioners

Benefit: Designing and innovating services.

Direction: The anti-racist principles provide insights, best practices, and innovative approaches for designing and delivering racially responsive services. They highlight the importance of embedding anti-racist principles into service design, offering practical frameworks and tools to guide commissioners in creating equitable and inclusive service solutions.

Oversight Boards

Benefit: Monitoring and evaluating outcomes and impact.

Direction: The anti-racist principles include frameworks, metrics, and evaluation methodologies to support oversight boards in monitoring and assessing the outcomes and impact of anti-racist initiatives.

Selecting and shaping SMART anti-racist targets and indicators

Marmot Six Policy Objectives (2010)



1. Give every child the best start in life.



2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.



3. Create fair employment and good work for all.



4. Ensure healthy standard of living for all.



5. Create and develop healthy and sustainable places and communities.



6. Strengthen the role and impact of ill-health prevention.

The Commission on Race and Ethnic Disparities Recommendations. These are grouped into 4 broad themes (2021):



Build trust



Promote fairness



Create agency



Achieve inclusivity

Apply the Marmot objectives and The Commission of Race and Disparities Recommendations to help frame your local anti-racist challenge(s).

Remember to actively incorporate these benchmarks into your decision-making process to ensure that your efforts are informed, comprehensive, and inclusive when identifying, selecting, and bounding your anti-racist challenge(s).



The importance of embedding and monitoring the principles in commissioning

Commissioning is the process of determining how to allocate resources to improve outcomes for adults alongside children, young people, and parents and carers. It aims to do so in the most efficient, effective, equitable, and sustainable manner. This means ensuring that all members of the community, including global majority residents, have equitable access to services and resources. Use the anti-racist principles as a framework to assess the design, delivery, development, monitoring, and evaluation of resident facing services through a social justice lens. By employing an intersectional approach, these principles are integrated within the commissioning cycle to critically assess, guide, and confront injustices. They also influence tender specifications, ensuring that clients adhere to expectations for delivering publicly funded services in a manner that promotes equity and inclusivity.

Applying the six anti-racist principles to the strategic commissioning cycle

The key to embedding and monitoring the principles into services is through the procurement and contracting process, ensuring that the principles are prerequisites to contracting and vendors have action plans to address each of the principles. Procurement involves acquiring goods, works, or services from external providers or suppliers and managing them through to the end of the contract. Contracting, on the other hand, involves negotiating and agreeing on the terms of a contract for services, as well as ongoing management of the contract including payment and monitoring.

In each stage of commissioning, the use of anti-racist principles is crucial for ensuring equity and inclusivity. During the analysis phase, these principles guide the critical assessment of guidance, best practices, population needs, market dynamics, risks, and available resources. They also facilitate the establishment of common priorities and outcomes between agencies, ensuring that all voices are heard and considered.

In the planning stage, anti-racist principles drive the undertaking of gap analysis, the design and specification of services, and the development of joined-up commissioning strategies. This includes actively addressing disparities and ensuring that services are designed to meet the diverse needs of the community in an equitable manner.

During the implementation phase, these principles inform capacity building efforts, the development of positive relationships with providers, and the continuous monitoring of service quality. By embedding anti-racist principles, commissioning processes can ensure that services are delivered in a manner that promotes fairness, justice, and equality for all.



In the reviewing stage, anti-racist principles guide the evaluation of contract success in meeting needs and commissioning priorities. They also inform the review of market performance, ensuring that commissioning decisions contribute to addressing systemic inequities and promoting positive outcomes for marginalised communities.



The integration of anti-racist principles into the commissioning cycle

Needs Assessment:

Principle: Equity and Fairness

Application: Ensuring equitable distribution of resources and services based on the needs of diverse communities, challenging any biases in data collection and analysis.

Strategic Planning:

Principle: Inclusivity and Representation

Application: Incorporating diverse perspectives in decision-making processes, ensuring representation from marginalised communities, and addressing systemic barriers to inclusion.

Service Design and Procurement:

Principle: Accountability and Transparency

Application: Establishing clear accountability measures to monitor the impact of commissioned services on racial equity, transparently communicating expectations regarding anti-racist practices in tender specifications.

Performance Management and Evaluation:

Principle: Continuous Improvement and Learning

Application: Regularly evaluating the effectiveness of commissioned services in addressing racial disparities, fostering a culture of learning and adaptation to improve outcomes for marginalised communities.

Utilisation in Tender Specifications:

Anti-racist principles are embedded within tender specifications, outlining expectations for clients to uphold principles of equity, inclusivity, accountability, and continuous improvement in delivering publicly funded services.

The Commissioning Cycle

Clients are required to meet these expectations to secure contracts, emphasising the importance of anti-racist practices in service delivery and fostering accountability within the commissioning process.



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Resources

Hackney Council's Anti Racism Plan

The recent move to foster an anti-racist Hackney Council involves a focus on five key areas:

1. Institutional Change
2. Community engagement
3. Culture and leadership
4. Accountability
5. Influence

news.hackney.gov.uk/hackneys-anti-racism-plan-same-journey-new-map

The 'Homerton People' Plan 2022-2025

This includes:

1. Working as part of the integrated care system (ICS) to design, implement and embed an anti-racist approach in the trust.
2. Empowering staff networks to ensure all staff feel psychologically safe to bring their whole self to work.
3. To review the trusts' processes in line with just culture principles which are fair and equitable from HR processes to organisational change.
4. To reduce the experiences of discrimination, harassment, bullying or abuse
5. To increase the self-declaration rates of staff for ethnicity, gender, disability, sexual orientation, religion and belief
6. To ensuring education, development and career progression opportunities are inclusive and accessible to all.

www.homerton.nhs.uk/equality-and-diversity





**IT
STARTS
WITH
YOU**



**BE
THE
CHANGE**