

Item No.	Classification: Open	Date: 22/04/03	Executive Committee.
Report title:		Corporate Equalities Action Plan: Towards Level 2 of Local Government Equalities Standard.	
Ward(s) or groups affected:			
From:		Nathalie Hadjifotiou, Head of Social Inclusion.	

## RECOMMENDATION

1. That the Executive Committee considers the attached draft Corporate Equalities Action Plan (attached at Appendix 1) and makes any recommendations it feels appropriate as to the content and any amendments it may like to make to the Plan.
2. That the Executive agrees for the Plan, as amended following consideration at this meeting, to be published and distributed more widely for consultation.

## BACKGROUND INFORMATION

3. In 1999, the Council adopted its current Equality and Diversity Policy. In the last year, a number of new developments have occurred that require the Council to revise and develop its policy. These are:
  - Implementation of recent legislation;
  - The new Equalities Standard;
  - The national guidance on Community Cohesion.
4. An earlier report, on the Council's strategy on Equality, Diversity and Social Cohesion was considered and approved by this Committee on 28 January 2003. That report set out the framework for the Action Plan, and all other work that the Council is undertaking under the broad equalities agenda.
5. The key development that informs this Action Plan is the Local Government Equalities Standard. As explained in further detail below, it is a requirement of the Standard that an Equalities Action Plan is published for consultation among key stakeholders

### **The Local Authority Equality Standard.**

6. The Local Authority Equality Standard was drawn up by the CRE, The Equal Opportunities Commission (EOC) the Disability Rights Commission (DRC) and the Employers' Organisation for local government, with assistance from the Audit Commission.
7. The Standard has been developed as a tool to enable local authorities to mainstream gender, race and disability into council policy and practice at all levels. It provides a generic framework through which the local authority can address its legal obligations under anti-discrimination law and in addition will

help local authorities to conform to the duty as amended by the Race Relations (Amendment) Act to promote racial equality.

8. The Standard uses 5 levels to set out a comprehensive and systematic approach to dealing with equalities in relation to service delivery, policy making and employment.
9. Once the local authority has reached level 5, the Equality Standard provides a continuous framework for reviewing policies and services and tackling the barriers that cause disadvantage. The Standard builds upon the principles of leadership, quality and community involvement. The engagement of Members, managers, staff, trade unions and the community/voluntary sector is essential.
10. The Equality Standard should:
  - Provide a systematic framework for the mainstreaming of equality,
  - Help local authorities to meet their obligations under the law,
  - Integrate equality policies and objectives with Best Value,
  - Encourage the development of anti-discrimination practice appropriate to local circumstances,
  - Provide a basis for tackling all forms of institutionalised discrimination,
  - Over time, provide a framework for improving performance.
11. The Council's performance in respect of the Equalities Standard will be assessed through established mechanisms:
  - Best Value (BV) Performance Plans
  - BVPIs, especially those on equalities
  - BV reviews
  - Scrutiny by the local community
  - Community planning.
12. The Equalities Standard emphasises the establishment of key processes within the local authority, and it is these that are set out as 5 levels of achievement:
  - Level 1: Involves a commitment to review and change local authority practice. The authority should establish a commitment to a policy planning process that will begin with the creation of a Corporate Equality Plan (CEP) which will set out how the Standard will be implemented across the local authority, with time-scale and resource implications. A set of equality objectives will be developed from the policy planning process. The Plan should incorporate equal access to services, consultation with staff, Members and the community, scrutiny, self-assessment and audit and equality in employment and pay.
  - Level 2: Involves carrying out an impact and needs assessment, via systematic consultation with the community, staff and stakeholder groups. Following the assessment the authority should develop the consultation and scrutiny element of the CEP.
  - Level 3: Specific targets will be developed from the broad equality objectives (at level 1). Each service area should develop equal access

service objectives and set out its targets and related performance indicators. Performance indicators will have to be adopted for each target.

- Level 4: Target setting and action planning should have monitoring built in. There should be a community and employee profile or audit, which will establish a baseline for future monitoring. If during the monitoring process it becomes apparent that targets are unrealistic or unachievable, the process will have to return to level 3.
- Level 5: At level 3, criteria will have been set that make it clear what changes in the performance indicators would mean that a target had been met. The review stage will assess the outcomes achieved by reviewing all elements of the process, and will involve all key stakeholders. The review may result in changes to basic equality objectives.

13. Under the CRE Standard, Southwark was assessed at level 3. However, the Equalities Standard applies equally to race, gender and disabilities, and operates through a different framework. The Current Best Value Performance Plan sets out that Southwark is committed to meeting BVPI Level 2 of the Equalities Standard by March 2003. This was an ambitious and challenging target.

To show that we have met this target we need to be able to demonstrate the following: That we have:

- reviewed our Equality and Diversity Policy (Level 1)
- produced a draft Corporate Equality Plan by March 2003. (Level 1)
- engaged in an impact and needs/requirements assessment (Level 2)
- published the CEP and commenced consultation with key stakeholders (Level 2)
- undertaken development of the scrutiny, self-assessment and audit (for race gender and disability) across service areas, departments and employment. (Level 2.)

14. The level must be met across the whole Council. This means that at all levels there must be evidence of corporate, departmental and service- level policy documents and practice that can support the evidence the level achieved. A Chief Officer Equalities sub-Group, chaired by the Chief Executive, is taking this forward.

## **KEY ISSUES FOR CONSIDERATION**

### **Equality, Diversity and Social Cohesion Policy.**

15. With such a significant and complex raft of legislation and guidance, it was identified at an early stage that there was a need to create a single coherent framework within which to address issues and that the focus of the framework should be on the outcomes that will make a difference to peoples' lives, with policy and practice being changed where it will make the most impact on those outcomes. The framework was considered and agreed by this Committee on 28 January 2003, along with the Council's overarching strategy

on Equalities, Diversity and Social Cohesion. The framework is now embedded in the Action Plan.

### **The Corporate Equalities Action Plan.**

16. The Plan is attached at Appendix 1. It has been structured around four key themes:
  - Leadership;
  - Employment;
  - Access to and provision of services, and;
  - Participation.
17. These themes are based on those areas which have been identified, both internally within the Council, and externally by Government and other agencies, as needing to be specifically addressed within the Equality, Diversity and Social Cohesion agenda.
18. So, for example, community cohesion guidance issued on 11 December 2002, by The Home Office, the Office of the Deputy Prime Minister, the Commission for Racial Equality and the Interfaith Network expressly highlights the leadership role of Councillors both at a strategic/Leader level, and also at a local, ward level. The actions for Councillors within the Leadership section directly reflect this guidance.
19. Equally, we know for example that some black and minority ethnic (BME) communities still experience educational underachievement and lower rates of employment, and are more likely to be in the criminal justice system. We have some of the highest rates of racist incidents in London (although latest figures show a significant reduction) and while the Council employs BME communities proportionately to the local population, they are under-represented in higher graded posts. All of these points are expressly covered within the Employment and the Access to and Provision of Services sections of the Plan.
20. As identified in the Best Value review of disabilities, there is a significant shortfall in our ability to offer access to services to people with physical disabilities, sensory impairment and learning difficulties; and as a Council we employ one of the lowest rates in inner London of people with disabilities. These findings are again reflected within the Plan.
21. The Participation section of the Plan supports the Council's efforts at improving local democracy, via the new Community Councils and strengthening existing forums for communities of interest. It also expressly supports the work of the new External Equality and Diversity Panel which has been set up to act as a critical friend, and to fulfill both expert advisor and critical friend roles in helping us to fully develop our equalities strategy.

### **RESOURCE IMPLICATIONS**

22. This work should form part of the core business of the Council and as such there are no specific resource implications.

## CONSULTATION

23 At the most recent meeting of the External Equality and Diversity Panel, held on 19 March, an early draft of the Action Plan was circulated, so that attendees could have early sight of the Plan, and begin to get a feel for the areas that the Council was considering for inclusion within it. No feedback has yet been received from any Panel member. However, they have been assured that there will be a further, extensive programme of consultation, and it is likely that they are waiting to have an opportunity to consult more fully with their communities. Their feedback will be invaluable in this process.

## LEGAL IMPLICATIONS

24 Legal Services are represented on the Inter-Departmental Chief Officers Equalities Sub-Group. Their comments have been incorporated into this report.

## FINANCIAL IMPLICATIONS

25 one arising specifically from this report.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Equality, Diversity and Community Cohesion: Update on Policy and Proposed Challenge Function. Report to Executive Committee, 28 January 2003.	Constitutional Support.	Everton Roberts.

Lead Officer	Nathalie Hadjifotiou	
Report Author	Jules O'Mahoney	
Version	Draft.	
Dated	01.04.03.	
Key Decision?	Yes.	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
Officer Title	Comments Sought	Comments included
Borough Solicitor & Secretary	Yes.	Yes.
Chief Finance Officer	Yes.	No
List other Officers here	All members of the Chief Officers Equalities sub-Group.	

Executive Member	Yes	No
Date final report sent to Constitutional Support Services		

**CORPORATE EQUALITY ACTION PLAN.**

**Our Vision**

**We believe that the diversity of our population is one of our most valuable assets.**

**Our vision for Southwark is based on the belief that our community has an entitlement to equality of opportunity and access.**

**This entitlement should be built on shared values of mutual respect and sense of belonging, where every member of the community can exercise their right to fully participate in the range of services and activities to which they are entitled.**

**Our Diverse Community.**

Within this context, the Council acknowledges that historically certain sectors of the community have been particularly disadvantaged, and we will ensure that these communities of interest are explicitly addressed within the Council's policy.

These communities of interest include the following: faith communities, people with disabilities, black and minority ethnic communities, the elderly, young people, Travellers, women, people who are lesbian, gay, bisexual or transgender, and refugees and asylum seekers.

The 2001 Census information shows that our community is changing. For example, the percentage of the borough population with a disability has risen from 13.1 in 1991, to 15.6 in 2001. This figure is incidentally representative of the inner London average, but nonetheless presents Southwark with a challenge, as we seek to deliver the greater protection offered under legislation to people with disabilities within a context of increasing need.

The profile of the ethnicity of our community has also changed. Whilst the white community is still by far the largest community within the borough at 63%, the African community now forms the largest minority ethnic community in the borough, a rise from 7.2% in 1991, to 16.1% in 2001. Again, this will require us to consider how we might reconfigure our services and our relationship with the community to address the changing picture.

We have for the first time got a picture of the faith profile of the borough, which shows that the Christian community comprises 61.6% of the borough's residents, against an inner London average of 54.6%. The Muslim community forms the second largest faith community, making up 6.9% of the borough's residents, against an inner London average of 11.7%.

And we have an increasingly younger population: the percentage of people aged from 16-64 has risen from 65.5% to 69.4% whilst those aged between 65-84 has dropped from 13% to 9.32%.

Our school population is again quite different from the borough population as a whole: in primary schools 42% of pupils are White, with the largest other groups being Black African and Black Caribbean (which together total 42%). In secondary schools 36% of children are White, with Black African and Black Caribbean totaling 49%.

The dynamic feature of Southwark's population presents the Council with fresh opportunities and challenges, as we seek to meet the needs and expectations of all our residents.

### **Our Progress**

Southwark is already delivering on a number of fronts on this agenda, and will build on the work already in place and underway to ensure that we can maximize potential and life chances for those particularly marginalized communities but also for all who work, learn, live and use their leisure time in the borough.

So, for example, the Council has already attained the Two Ticks standard applying to the employment of people with disabilities, and is developing a programme to ensure accessibility of its buildings, to comply with legislative requirements that will come into force in October 2004.

Equally, the Council has a workplace anti-discrimination and harassment policy already, which forms a sound basis to build on, to ensure that we comply with and where possible exceed the requirement of new regulations due out later this year.

The programme of Impact Assessments under the Race Equality Scheme is about to start, and will be followed by Disability and Gender assessments, so that we can identify where policy or practice is having a disproportionately adverse impact on particular sections of the community and can take remedial action to redress inequalities.

So, the Council is well placed to meet the emerging agenda, and to deliver our commitments to enhancing equality, diversity and social cohesion in the borough.

### **The Legal Framework.**

There is a legal imperative for us to deliver on this agenda too. There is a raft of legislation that requires us to implement equality in action and to review and improve our performance where we identify weaknesses. This legislation is not negotiable: we have to comply with it, and indeed Southwark wishes to exceed it and be an example of best practice where we can. The main legislation that impacts on equality, diversity and social cohesion is:

- Sex Discrimination Act 1975 (The Sex Discrimination (Gender Reassignment) Regulations 1999 have been added as a statutory instrument to the SDA)
- Human Rights Act 1998



- Disability Discrimination Act 1995, and
- Race Relations Act 1976, as amended by the Race Relations Amendment Act 2000.

There are other major pieces of European equalities legislation that will come in force over the next few years. These are:

- European Directive 2000/43 on Race. To be implemented July 2003
- European Directive 2000/78 on Employment. To be implemented December 2003 (race, sexuality and religion/belief), October 2004 (disability), and December 2006 (age).

### **Desired Outcomes**

We want the impact of this Action Plan to be:

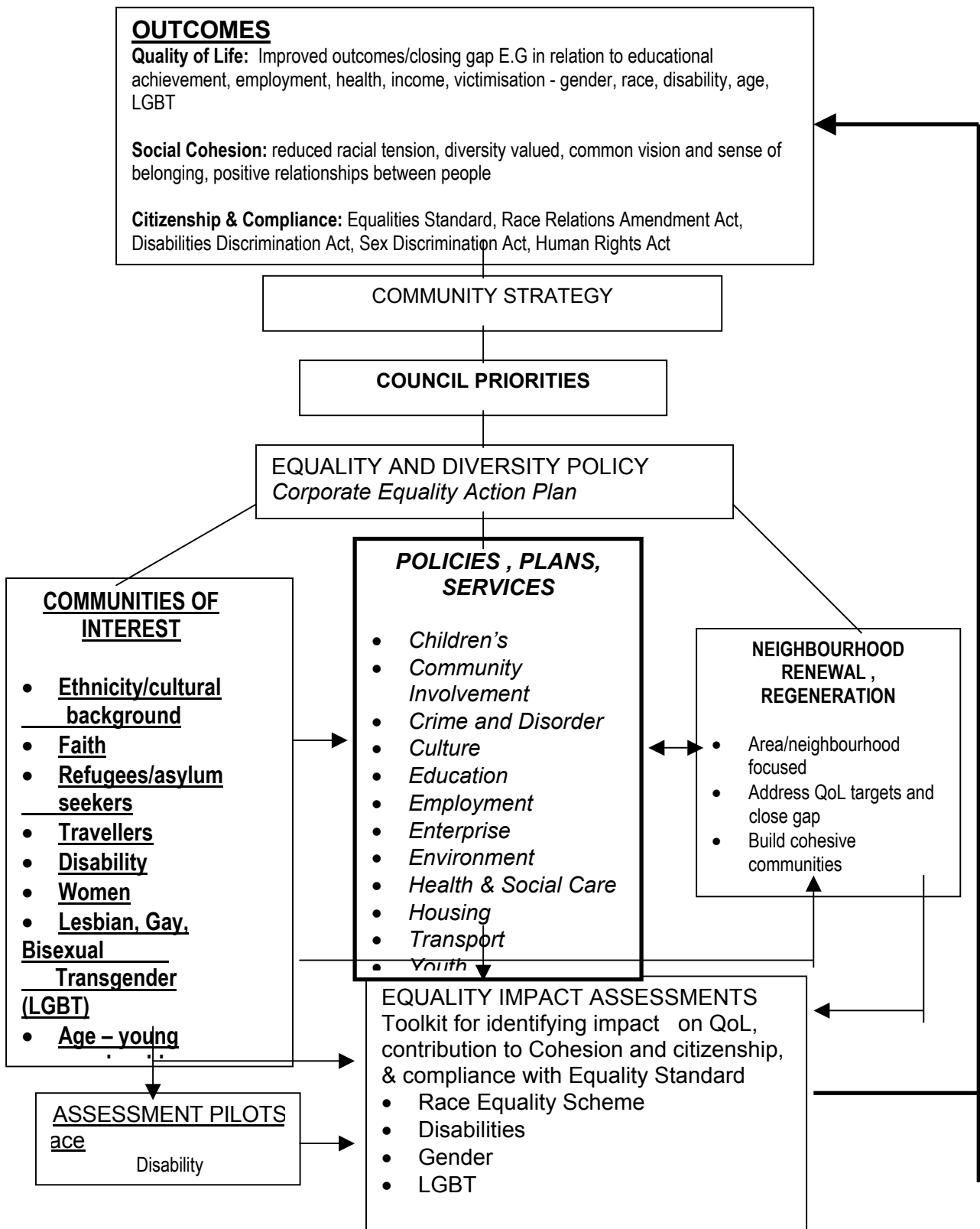
- **Improved quality of life.** By closing gaps in, for example, educational achievement, employment, health, income, victimization, with particular reference to gender, race, disability, age, and sexuality,
- **Improved social cohesion.** By a reduction in racial tension, the development of positive relationships between people, and a common vision and sense of belonging, within a community where diversity is valued,
- **Achievement of Citizenship and Compliance.** By ensuring that the Council complies with all regulatory and legislative requirements and that our citizens receive what they are entitled to.

Equality and Diversity is a core value underpinning delivery of the Community Strategy. As such, much of this Action Plan will dovetail into the work of the Community Strategy. As an organization the Council has adopted equalities as one of its five corporate priorities. What this means is that equalities must be mainstreamed into the business planning and individual work planning processes throughout the Council's core business.

In order to achieve this Southwark has created a single coherent framework within which to address issues. The focus is on the outcomes detailed above that will make a difference to peoples' lives, with policy and practice being changed where it will make the most impact on those outcomes.

The framework is set out below.

# EQUALITY, DIVERSITY AND COMMUNITY COHESION: A HOLISTIC APPROACH



## Our Equality and Diversity Priorities

Within the Corporate Equalities Action Plan we have identified a number of **priorities** that will help us deliver the change needed to ensure we achieve the outcomes we are looking for.

These are as follows:

- To exercise its role as a **community leader**, at all levels across the democratic spectrum; working proactively with its partners to develop a common set of values based on basic human rights, tolerance, and shared respect.
- As an **employer**, the Council will develop and implement strategies that ensure equal access to recruitment, training, career development, promotion and retention and to fair treatment under the disciplinary procedure. The Council will review its policies to ensure at the very minimum compliance with legislative requirements and continuously seek to achieve best practice.
- The Council will ensure that equality and diversity is mainstreamed into **access to, and provision of**, Council services and work with our partners to ensure that services are sensitive to the differing needs of the entire community.
- We will develop channels for **participation** that ensure that the hardest to reach communities are consulted with, so that their views can inform decision making at all levels within the borough.

## Targets and Performance Measures.

We have a number of specific targets, set nationally and locally, that relate to equality and diversity. These are a starting point and do not yet add up to a comprehensive way of measuring improvement across all aspects of the Corporate Equalities Action Plan. **We have arranged our targets against the four elements of the Action Plan. (NB :Are there targets around participation?)**

Performance Indicator	2002/03 Forecast outturns	2003/04 Targets
<b>LEADERSHIP</b>		
The Level (if any) of the Equality Standard for Local Government to which the authority conforms BV 2 02/03 PI	2	2
The duty to promote race equality BV 2b 03/04 PI		
<b>COUNCIL EMPLOYMENT</b>		
The percentage of top 5% of earners that are women	38%	40%

BV 11a 02/03 PI		
The percentage of top 5% of earners from black and minority ethnic communities BV 11b 02/03 PI	22%	25%
The percentage of authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition (A) compared with the percentage of economically active disabled people in the authority area (B) BV 16	A = 2% B = 20%	A = 2.16%
The percentage of local authority employees from minority ethnic communities (X) compared with the percentage of economically active minority ethnic community population in the authority area (Y) BV 17	X = 37.5% Y = 27%	37.50%
<b>ACCESS TO AND PROVISION OF SERVICES.</b>		
The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people BV 156	70%	
<b>General</b>		
Number of racial incidents recorded by the authority per 100,000 population BV 174	132	
Percentage of racial incidents that resulted in further action BV 175	75%	
<b>Education</b>		
Percentage of SEN statements prepared within 18 weeks excluding those affected by 'exceptions to the rule' under the SEN Code of Practice BV 43a	93%	95%
% of 14 year old boys in schools maintained by the authority in the previous summer achieving Level 5 or above at KS3 in English API 2	38%	
Male adult learners (aged 19+) from Black and Minority Ethnic Communities as a percentage of total Adult Learners EAL 2	40%	Indicator deleted
Adult learners (aged 19+) from Black and Minority Ethnic Communities as a percentage of total Adult Learners EAL 2a	New indicators for 03/04	40%

Male adult learners (aged 19+) as a percentage of total Adult Learners EAL 2b		25%
Percentage of Adult Learners (aged 19+) with Disabilities and Learning Difficulties EAL 5	35%	37%
% of Caribbean pupils achieving 5+ A*-C grades at GCSE EWSA 2	20%	27%
% of Caribbean pupils achieving Level 4 or above at KS2 in English EWSA 3	67%	65%
<b>Social Care</b>		
The number of households receiving intensive homecare per 1,000 population aged 65 or over. BV 53	25	25
Number of older people aged 65 or over helped to live at home (per 1,000 adults aged 65 and over) BV 54	125	115
Assessments per head of population aged 65 or over BV 59 Proposed for deletion	200	150
Users/carers who said that matters relating to race, culture or religion were noted BV 60	60%	42%
<b>Housing</b>		
Black and minority ethnic tenants satisfied with overall service provided by their landlord BV 74 (i) 0/03 PI	57% (draft outturn)	59%
Satisfaction of Black and minority ethnic tenants with opportunities for participation in management and decision-making in relation to housing services provided by their landlord BV 75 (i) 03/04 PI	42% (draft outturn)	44%
Does the authority follow the Commission for Racial Equalities code of practice in rented housing and follow Good Practice Standards on tackling harassment BV 164 02/03	Yes	Yes
<b>Culture</b>		
Percentage of users from ethnic minority groups (museums, galleries and local studies library) CHS 6	40%	40%

During 2003/4 we will be developing our targets.

**The Action Plan**

The Action Plan sets out the activities we have identified as being most important at this moment in time in helping us deliver our vision and priorities. It does not cover everything that contributes to achieving the priorities. We will review and amend the Action Plan annually in the light of our progress and any newly identified needs

<b>SECTION A: LEADERSHIP</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Timescale</b>	<b>Links with other Plans or Strategies.</b>
<p>Members to exercise Community Leadership and develop community well being:</p> <p>-by taking responsibility for those parts of the Community Strategy that impact on Equality and Diversity and ensuring delivery in partnership with key stakeholders and other partners.</p>	<p>Exercise the Council's power of well being through its contribution to the annual review of the Community Strategy and delivery of Strategy objectives by effective partnership working</p>	<p>Widely owned Community Strategy, with partnerships driving and achieving clear targets, underpinned by shared values of equality and diversity, community involvement and cohesion.</p>	<p>LSP responsible for agreeing and implementing objectives of Community Strategy.</p>	<p>Community Strategy subject to annual review with review completed by April 2004.</p>	<p>Community Strategy 2003 represents overarching vision for the Borough drawn from agreed plans and strategies of local partnerships.</p>
<p>-by taking a lead in promoting social cohesion within Southwark.</p>	<p>The Council in its capacity as LSP member will work with local communities and key partners in delivering the Community Cohesion Pathfinder programme.</p>	<p>-Greater understanding, shared vision and confidence in what is good practice in relation to cohesion in Southwark, evidence that cohesion is mainstreamed in Southwark and a continued drop in the number of reported racist incidents.</p>	<p>Pathfinder Steering Group</p>	<p>Programme runs until September 2004.</p>	

<p>Enhance Local Political leadership, by ensuring that Councillors are able to fulfill their roles on the Council, as Executive members and as Scrutiny members.</p>	<p>As Executive Members: Councillors will participate in the Executive and implement agreed policies by taking responsibility for their portfolio, including providing a lead on and proposing new policy, strategy, programming, budget and service standards, leading performance review, and acting as spokespersons for the service.</p> <p>In their role as Members of scrutiny sub-committee: Councillors will hold the Executive to account and act as the voice for the diverse communities all councillors represent, with a focus on the interests of the community as expressed by local people and their</p>	<p>Clear member ownership of service performance and delivery</p> <p>The communities' interests are represented in the development of new and the review of existing policies.</p>	<p>Executive Members.</p> <p>Members of Scrutiny sub-committees.</p>	<p>Ongoing.</p> <p>Ongoing.</p>	
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	elected representatives.				
Contribute to well-being by ensuring that Councillors have the skills and attributes needed to exercise their duties as ward councilors as effectively as possible.	<p>As ward councillors: Members will represent their communities and bring their views into the Council's decision-making process. In particular:</p> <ul style="list-style-type: none"> <li>- Ward Members will receive training in mediation and conciliation to enable them to fulfil their role in balancing different interests identified within the ward or electoral division and represent the ward or electoral division as a whole.</li> <li>- Ward Members will receive training in working effectively with Community Councils so that they can contribute to the good governance of the area, gauge and reflect public opinion and</li> </ul>	<p>Members become the advocate of and for their communities.</p> <p>All parts of the communities' interests are represented in the Council Chamber.</p> <p>Community Councils work to best effect and are representative of their local communities. Community participation will be enhanced by the emergence of more community leaders.</p>	<p>CIDU will offer links and connections to community.</p> <p>All Member Development will be taken forward by the Assistant Chief Executive for Improvement and Development, under the Forward at Southwark programme.</p>	<p>Ongoing.</p> <p>From April 2003?</p> <p>From April 2003?</p>	

	<p>actively encourage community participation and citizen involvement in decision making functions.</p> <p>- Ward Members will receive training on community cohesion and supporting fledgling networks, to empower them to work closely with community representatives and to encourage establishment of Community leaders.</p>	Enhanced Community Cohesion and greater local ownership of social cohesion agenda.	As above.	From April 2003?	
Council Chief Officer Team to take responsibility for strategically driving and promoting the Equality, Diversity and Social Cohesion agenda.	Chief Officer Team to develop Corporate Equalities Action Plan, and retain responsibility for setting, monitoring and reviewing targets during implementation.	Desired outcomes as set out in the Plan are achieved.	Chief Officer Team.	Draft Plan for consultation April 2003, annual review thereafter.	

<b>SECTION B: EMPLOYMENT</b>					
<b>Objectives</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Time-scale</b>	<b>Links with other Plans or Strategies.</b>
<b>The Council's role as a provider of employment:</b>					
Regularly review policy & procedure as a minimum to ensure compliance with legislation, including that relating to ace, gender, disability, sexuality, faith and age, aiming to implement best practice.	-A continual process of monitoring outcomes, from statistical evidence. -Review existing policy and issue guidance and offer training to all staff and managers on new regulations on employment -Research best practice	Aim to ensure no negative differential impact on any disadvantaged group.  Revised compliant policy & Procedures	PMS	From June 2003, ongoing  By December 2003	HR strategy and workforce plan
Improve employment prospects for disadvantaged groups through enabling new entrants from all parts of the diverse community and supporting existing employees to fulfil their full potential	Explore best practice from other authorities in the employment of disabled people -Implement initiatives to improve the Council's record on "glass ceiling" – gender & race	Devise Southwark approach to improve performance in employment of disabled people Achieve top quartile BVPIs by 2005	PMS	1 <sup>st</sup> Stage to March 2004	HR strategy and workforce plan
Increase the awareness and knowledge of Council staff across the whole spectrum of equality matters including integration into mainstream learning & development plans and activities.	Run programme of awareness training plus special briefings on new obligations -Include specialised training e.g. communications skills, in corporate programme -Produce model training plans	All staff provided with awareness of obligations under the regulations, and key skills in meeting the diversity action plan. Improved staff perception results (staff survey) Aim for universal liP	PMS (CLD)	2003 to 2005 (next planned survey)	HR strategy and workforce plan

		accreditation		2005	
Promote a work environment where equal value is given to all members of a diverse workforce and opportunities are taken to overcome barriers to the aim of equal treatment.	-Embed work-life balance policy, monitor take up. -Monitor Harassment policy and review as necessary -Improved access to information on staff rights (on intranet site) monitoring feedback	Staff better aware of rights and facilities Improved staff perception results (staff survey) on communication and benefits	PMS	From April 2003 ongoing	HR strategy and workforce plan
<b>The Council's role as an enabler of employment:</b>					
Improve equal opportunity record of Council contractors	-Implement Government guidelines, particularly concerning the "2 tier" workforce -Agree an Employment Charter with the Trade Unions	Improved benefits for contractor employees	PMS / Corporate Contracts Unit	Following the laying of regulations in Spring 2003.	Procurement Strategy
Improving employment opportunities for disadvantaged groups	Objective 1 in Southwark Plan <i>To remove barriers to employment and improve access to jobs and training opportunities for residents</i>	Planning agreements to provide childcare, training and other measures to open up employment opportunities	Planning and Building and Development Control	Ongoing	
Ensure that disadvantaged groups benefit from the Employment Strategy:	Planning policies to help small and medium enterprises	Improvements to town centres and protection of business premises.	Planning and Building and Development Control	Ongoing	
	Employment Strategy priority to ensure positive outcomes for Black & Ethnic Minorities	BEM positive outcomes to be proportionately comparable to BEM	Economic Development	On-going Tied to LSP & NRF timetable	

	are comparable to proportion participating in employment focused training programmes	participant numbers.			
	Employment Strategy priority to target lone parents to receive support to access available employment opportunities	150 Childcare places offered through training projects per annum. Use of Aylesbury places increased to 70% occupation.	Economic Development	On-going	
	Other high needs groups identified as priorities include: ex-offenders, older residents, homeless people, people with dependency issues, refugees/asylum seekers and young people	Include: -All brokerage agencies have briefing materials on referral agencies; -Access to work training projects demonstrate motivational aspects in applications for funding; -Marketing materials on projects disseminated to employer contacts; -Leaflet on eligibility for work/training (refugee specific) disseminated to all agencies; -Uptake of SETAA NARIC database increased by 10%; -25 young people get work with the Council (PSA).	Economic Development		

<b>SECTION C: ACCESS TO AND PROVISION OF SERVICES.</b>					
Ensure access to public buildings and services.	The Council will take all reasonable measures to ensure that Council services and public buildings are accessible to users.	All the Council's 116 operational premises, housing neighbourhood offices and schools to be at least DDA compliant by October 2004, and to strive for best practice wherever possible.	Environment, Housing and WS Atkins.	Works to be completed by statutory deadline: Oct 2004.	
<p>Ensure customer input into the design and delivery of customer services.</p> <p><b>AWAITING AMANDA HIRST'S AMENDMENTS.</b></p>	<p><i>- Programme of mystery shopping to be developed, testing suitability and accessibility of services to the public.</i></p> <p>- Communication strategy to be developed,; equity and access to be core values within strategy.</p> <p>- Programme to standardize signage, availability of information, etc at public reception areas.</p>	<p>Greater access to buildings and more responsive services geared towards need of diverse community.</p> <p>Improved communications with all Southwark's customers, with specific targeting of hard to reach groups.</p> <p>Consistent standards applied across the board for all Southwark Council users.</p>	<p>Strategic Services (Customer Access Project Team)</p> <p>Strategic Services Communications Team.</p> <p>Strategic Services Communications Team</p>	<p>From April 2003.</p> <p>From April 2003.</p> <p>Programme completed and changes implemented by Autumn 2003.</p>	Customer Access Strategy
<p>Deliver excellence in customer service.</p> <p><b>AS ABOVE (AMANDA TO</b></p>	<i>Customer contact centre will be developed by 2005, as first point of contact for</i>	Improved customer access and service provision across the Council	Strategic Services Communications Team.	By 2005.	Customer Access strategy.

<b>LIAISE WITH ACE)</b>	<i>general council service enquiries. This will incorporate the needs of people for whom English is not a first language.</i>				
Services to be delivered equitably and in a non-discriminatory manner.	Implement the first full year's programme of impact assessments under the Race Equality Scheme, finalise and pilot the Disability Equality Scheme and develop the Gender Equality Scheme.	Adverse impact of policies and practice is redressed, and Southwark achieves Level 2 of Local Government Equalities Standard.	All Departments.	From March 2003.	
The Council to develop its service delivery to ensure that it reflects the wider entitlement and protection to certain groups, offered under new and emerging legislation.	The Council to develop a strategy that will ensure that access to services are equalized across the Council to mirror new employment rights offered under the European Directives, relating to Race, Faith, Age, Disability and Sexuality.	Groups outside of legal framework of equality (faith, elderly lesbian/gay/bisexual/transgender) receive equality of opportunity to access and provision of services.	All Departments.	By March 2004.	
Ensure that the Council is identifying and addressing the needs of the most marginalized communities	- Develop a strategy on Travellers, with a specific remit to address inequalities in	Targeted response to needs of Travellers and Asylum Seekers will reduce marginalisation and improve equality of access and	Social Services, supported by Social Inclusion Division and	By March 2004.	

<p>within the borough.</p>	<p>outcomes.  - Develop a strategy on Refugees and Asylum Seekers; including unaccompanied minors, to ensure the Council's approach is holistic.</p>	<p>provision.  Implementation of Social Services Refugee Strategy Report, which identifies key actions and tasks, will ensure integration within schools and health/care sector.</p>	<p>CIDU.</p>		
<p>Improve services to disabled people in the borough.</p>	<p>Implement the recommendations of the Best Value Review of Disabilities, covering:  - Joining-up and Delivering Quality Services to Children with Disability / SEN;  - Promoting Independence to Disabled Adults through Assessment and Care Management  -Promoting Independence through Day Services to Physically Disabled Adults  -Improving Employment Opportunities to Disabled Adults  -Improving Access to</p>	<p>Areas for improvement as identified under the Best Value Review of Disabilities will be addressed. This will impact beneficially on services to disabled people across the board.</p>			



	Services in the Community.				
Increase educational attainment of poorly achieving pupils, particularly white boys, African-Caribbean boys and Travellers	<ul style="list-style-type: none"> <li>• Analysis of primary school attainment to identify schools where there is consistent under-performance of Caribbean pupils</li> <li>• Target and initiate work in all primary schools with at least 5 or more African Caribbean pupils in each year group</li> <li>• Rigorous tracking of progress</li> <li>• Demonstration lessons focusing on boys literacy and Caribbean pupils</li> <li>• Whole staff training in targeted schools</li> <li>• Extend the use of RM Maths to support the development of numeracy in KS2.</li> <li>• Identify and disseminate good</li> </ul>	<p>In 2003:</p> <ul style="list-style-type: none"> <li>• 27% of Caribbean pupils achieving 5+ A*-C grades at GCSE</li> <li>• 65% of Caribbean pupils achieving Level 4 or above at KS2 in English</li> <li>• ?% of Caribbean pupils achieving Level 4 or above at KS2 in Maths</li> <li>• ?% of 14 year old <b>boys</b> achieving <b>Level 5</b> or above at KS3 in English</li> </ul>	Director of Education and Culture Atkins	Ongoing	<ul style="list-style-type: none"> <li>• EDP</li> <li>• Caribbean pupils KS2 Service Improvement Plan</li> <li>• KS2 Service Improvement Plan</li> <li>• Education &amp; Culture Equalities and Diversity Action Plan</li> </ul>

	practice in teaching methods, curriculum organisation, use of support staff, booster classes				
Increase attendance and reduce disaffection in schools.	<ul style="list-style-type: none"> <li>• Develop monitoring of pupil level attendance data</li> <li>• Identify groups at risk of poor attendance</li> <li>• Promote whole-school policies which address bullying and positive conflict resolution</li> <li>• Identification and promotion of effective registration and attendance policies</li> </ul>	System in place to identify attendance rates of particular groups Identification of differentials in attendance rates by groups. Increase in attendance of those groups that have been identified as having lower than average attendance rates.	Director of Education and Culture Atkins	Ongoing.	Behaviour Support Plan Education & Culture Equalities and Diversity Action Plan
Reduce exclusions of black and minority ethnic pupils.	<ul style="list-style-type: none"> <li>• Raising the profile of over-representation as a school improvement issue</li> <li>• Maximising the role of the voluntary sector in supporting</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in number of permanent exclusions of Caribbean pupils to reflect the proportion of Caribbean pupils in the school population</li> <li>• Reduction in number of fixed term exclusions of Caribbean</li> </ul>	Director of Education and Culture Atkins	Ongoing.	Behaviour Support Plan Education & Culture Equalities and Diversity Action Plan

	<p>over represented groups</p> <ul style="list-style-type: none"> <li>• Support programme, including mentoring, advocacy and a range of behaviour support strategies for ethnic minority groups</li> <li>• Part-time placements in primary PRU to those children at risk of exclusion from mainstream due to behaviour difficulties</li> </ul>	pupils to reflect the proportion of Caribbean pupils in the school population			
Increase access to adult education for people with disabilities and those from minority ethnic groups	<ul style="list-style-type: none"> <li>• Set up relevant courses with approval from &amp; within guidelines &amp; policies set by Learning &amp; Skills Council</li> <li>• Market &amp; promote courses</li> </ul>	Provisional target - 40% of learners from BEM groups as percentage of total learners Provisional target – 37% of learners with disability and/or learning difficulties as percentage of total learners	Education and Culture	Ongoing	
Develop strategies to reduce the incidence of homelessness of	1. Conduct outreach to marginalised BME communities e.g	Reduction in incidence of homelessness of more vulnerable sectors of the community.	Housing	By March 04.	

<p>BME people due to racial harassment, lack of appropriate information to sign post people to the relevant housing advice services and victims of domestic violence.</p>	<p>Somalian and Bengali to ensure the options for housing and eligibility criteria are understood with particular reference to people seeking asylum.</p> <p>2. Work with partner agencies to develop more effective hate crimes strategy to reduce the incidence of homelessness due to racism or domestic violence.</p> <p>3. Work with targeted BME community groups to ensure they correctly signpost people to the appropriate agencies for meeting housing need.</p>				
<p>Support all families in Southwark to maximize their potential.</p>	<p>Implement the Departmental Family Support Strategy, which identifies children in need, following an inter-</p>	<p>Children and families from disadvantaged groups receive a service more appropriate to their specific needs.</p>	<p>Social Services, with Health, Education and Voluntary Sectors.</p>	<p>2003-2005.</p>	

	<p>agency assessment being undertaken. Assessment will identify the specific needs of families with cultural or religious backgrounds and will include action such as:</p> <ul style="list-style-type: none"> <li>- widening the Sure Start programme to reach more isolated families;</li> <li>-increasing parenting programmes with an emphasis on black and minority ethnic families.</li> </ul>				
<p>Ensure consistent and robust management of hate crimes across the borough.</p>	<p>Using the current Best Value review process as a starting point, review and subsequently develop the hate crime strategy, including better management of hate crime information case management.</p>	<p>More reporting of hate crimes, better support for victims and ultimately, less victimisation.</p>	<p>Social Inclusion Division.</p>	<p>March 2004.</p>	
<p>Reduce the incidence of black and minority ethnic young men in the criminal justice system.</p>	<p>Inter-agency working will provide young people at risk with direct intervention, by way of activities such</p>	<p>Continuation of the success of Police/Council initiatives such as Karrott which have been well attended and have diverted young people away from</p>	<p>Social Services, supported by WS Atkins, Youth Service and Connexions.</p>	<p>Ongoing</p>	

<p>Provide sport and social education programmes in partnership with internal and external stakeholders aimed at high priority groups</p>	<p>as counseling and “street” work.</p> <p>-Create a steering group of statutory and voluntary organisations that aim to support people at risk and in greatest need including:</p> <ul style="list-style-type: none"> <li>- Children and young people at risk of offending or reoffending</li> <li>- Refugees and Asylum Seekers</li> <li>- People at risk of chronic ill health, recurring illness or recovering from injury or ill health,</li> <li>-People with disabilities.</li> </ul>	<p>criminality. Will enable young black men, in particular, to achieve local employment outcomes.</p> <p>Development Worker to be employed to deliver the aims, by July 2003.</p>	<p>SCD.</p>	<p>From July 2003.</p>	
<p>Improve transport services for disabled people.</p>	<p>Promote facilities to assist in the use of low floor buses.</p>	<p>All bus stops compliant by 2006.</p>	<p>Transport and London Buses.</p>	<p>By 2006.</p>	

<b>SECTION D: PARTICIPATION</b>					
Increase challenge function and community input into equalities agenda.	External Equalities and Diversity Challenge Panel, to be established and developed.	Wider community buy-in of the agenda, including input into Impact Assessments and policy development.	Social Inclusion Division	March 2003.	
Enhance community consultation at all levels, but, particularly amongst hard to reach groups.	<p>-Establish network of “community consultants” to work within marginalized communities.</p> <p>- Review, develop and strengthen Community Forums, working with communities of interest.</p> <p>- Support the development of Community Councils</p>	Hard to reach communities able to inform policy development and established network for them to express their views and receive feedback.	<p>Consultation Unit, supported by CIDU.</p> <p>CIDU</p> <p>Southwark Legal Services.</p>	<p>April 2003.</p> <p>From April 2003.</p> <p>From April 2003.</p>	
Ensure greater representation of BME and other groups at Community Councils, Tenants and Residents Associations and amongst school governors.	Develop effective “recruitment strategy” for volunteer/unpaid community representatives.	Wider participation at local level, reflecting a more representative tier of community involvement.	CIDU, WS Atkins and Housing.	2003-04.	

## Monitoring, Evaluation and Review.

The table below sets out the main features of the monitoring, evaluation and review of the Action Plan.

BODY	ROLE	FREQUENCY.
Executive committee.	The Executive will steer policy and receive regular reports on development and implementation of the strategy, progress towards achieving g BV level 2 of the Equalities Standard, and will monitor progress and compliance.	Quarterly progress reports. Annual Review of the CEAP.
The Executive Member for Community Support and Safety.	The Executive member for Community Support and Safety has responsibility for the Corporate Equalities Action Plan Portfolio, and as such will take a lead in the promotion and implementation of the Plan.	As part of regular meeting cycle with Head of Social Inclusion.
Scrutiny Sub-Committee.	The Community Support and Safety Scrutiny sub-committee will scrutinise policy development,	According to Sub-Committee cycle.



	compliance with the CEAP, and make recommendations on further actions required.	
Chief Officers Equalities sub-Group	The Chief Officers Equalities sub-group will continue to take forward the work on the CEAP, and on attaining Level 2 of the Equalities Standard.	Monthly.
The role of the Equalities and Diversity Panel. (EDP)	The Equality and Diversity Panel will provide an expert advisory, consultative, critical friend and challenge role in development of policy under the Plan, and in the implementation of Impact Assessments.	Every 4-6 weeks, and occasionally in individual expert advisory role.