

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 4 <sup>th</sup> November 2003	<b>MEETING NAME:</b> Executive
<b>Report title:</b>		Corporate Equalities Action Plan: Adoption of Plan.	
<b>Ward(s) or groups affected:</b>		All.	
<b>From:</b>		Chief Executive (Head of Social Inclusion)	

## RECOMMENDATION

1. That the Corporate Equalities Action Plan (the Plan) attached at Appendix 1, is adopted subject to the observations of the Executive Committee and further to consultation, prior to the Plan being published and distributed to the wider community.

## BACKGROUND INFORMATION

2. Southwark Council is committed to achieving Level 4 of the Local Government Equalities Standard (the Standard) by 2005/6. This year's target is to consolidate performance at Level 2 of the Standard, which requires the Council to produce an Equalities Action Plan that clearly sets out our key commitments to delivering equality in four key areas. These are: leadership, access to and provision of services, employment and participation.
3. The vision for the Action Plan is set out at Appendix 2. The Plan has a number of desired outcomes, which are set out below:
  - **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.
4. In accordance with the requirements to consult widely, the draft Plan was considered at the Executive Committee of 20 May 2003, and subsequently issued for consultation for an eight-week period.
5. The vast majority of the consultation responses were in relation to the Council's employment role. Given this, a summary of these, with the Council's response, is attached at Appendix 3. A full list of respondents and responses is available on request.

## **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 helps 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, including the Council's Equality and Diversity Panel
  - Community planning
  - Performance Management framework.
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. The level achieved 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. The Chief Officer Equalities sub-group, chaired by the Chief Executive, is taking this forward.

## **PROGRESS SO FAR**

14. A number of the key corporate actions within the Action Plan have been progressed since the Executive last considered the report at the end of May.

Of these the most significant are probably:

- **Equalities Impact Assessments.**
- **Corporate buildings : DDA compliance.**
- **Improved borough-wide signage.**
- **Mystery shopping programme.**

### **Equalities Impact Assessments.**

15. The first year's programme of 18 Equalities Impact Assessments is underway and progressing well. Of the 18, one assessment has been fully completed, and 10 have completed stage 1 of the (four stage) assessment process and are beginning stage two. They are scheduled to be completed by the end of this calendar year, and are on track. An eleventh is in the process of completing stage one. Owing to the change in management of Southwark's education service, the five assessments listed under

Education have been temporarily deferred. It is planned that they will resume next year.

16. The final impact assessment, of the Planning and Delivery of the Capital Programme is expected to get underway shortly and intensive resources will be put into this to bring it back into the corporate timeframe. Soutwark's approach to carrying out impact assessments has been well received, and the Social Policy Team recently delivered a practical workshop at a CRE endorsed conference, to spread good practice. The learning from the impact assessments carried out so far is feeding into the next phase of work, which will benefit from the identification of examples of existing good practice, determining any additional training needs and providing a step-by-step guide to carrying out impact assessments informed by the experiences of first round participants.

17. The early stages of the assessments have identified a number of key issues:

- Data Collection – significant gaps in data relating to service take-up by specific client groups across all departments;
- Data Monitoring – Need for systematic monitoring of equalities data;
- Additional Staff training – Gaps in relation to all equalities issues;
- Need to promote and exchange existing examples of good practice
- Need to integrate equalities data collection requirement into the next phase of Best Value Reviews
- Need to develop clear corporate standards on translation and interpretation.

More substantial issues are likely to emerge from the remainder of the assessments and will continue to be fed into the learning process.

**Corporate Buildings: DDA Compliance.**

18. Following an audit of 116 **operational buildings** within the borough, and the subsequent development of an access strategy, design and specification works are in progress. The required work has been divided into 4 categories that are as follows:

Category	Description
A	Access issues relating to management and operation of the building, which should have been implemented by 1999 under the DDA.
B	Specific adjustments to the building and the provision of services that must be implemented by October 2004 under the DDA, in particular accessibility to services and facilities at ground floor level to which the public require access.
C	Specific adjustments to premises that would be necessary to make the buildings fully accessible on upper or lower floors and to resolve placing employees with a disability at a disadvantage at their place of work by October 2004 under the DDA.
D	Items that should be incorporated into ongoing building maintenance plans to improve disabled access in order to meet the requirements of the DDA.

19. The Property Division proposes to carry out works in Category A and B to all municipal buildings. Works to 'front line' buildings (i.e. the buildings most frequented by the public) should be substantially complete by October 2004. Works to the remaining municipal buildings to which members of the public may require access will be undertaken in a continuing programme of works, which should be completed by July 2008.

The Council will also have an obligation to carry out work, based on needs and the circumstances of the employment of people with disabilities that may arise after October 2004. This work has been included under Category C. Disabled staff requiring access to council buildings other than the public areas on the ground floor will be undertaken on a case by case basis and in relation to the audit reports results.

20. Works that arise from Category D of the audit report will be included in the Property Division's ongoing Planned Preventive Maintenance Programme. Work will start on site in the spring of 2004.

21. The **Housing Department** has a separate programme for their housing offices, funded under the HRA, to achieve compliance. At present, approximately 90% of the required work is complete, and Housing have contracted to carry out any outstanding recommendations and DDA work to sheltered housing units for completion by October 2004.

22. The **Education Department** has, in accordance with the legislative requirements under the Disability Discrimination Act, as amended by the Special Educational Needs and Disability Act 2001, consulted on and published its Accessibility Strategy by April 2003. The needs of the legislation, which are to increase accessibility over time, will be achieved by ;

- Incorporating accessibility criteria into all major capital schemes;
- Phased implementation of schools of their accessibility plans;
- Using DfES and local resources to ensure the specific accessibility needs of individual pupils are addressed;
- Developing a focus on key schools as local centres to establish a geographical spread of accessible schools across the borough.

### **Signage Programme.**

23. The strategy to address signage within the borough has been taken forward under the Forward@Southwark programme.

The first phase of work, the removal of unnecessary signage throughout the borough is now complete. Phase 2, agreement of the design strategy, is scheduled to take place with members later this month. The signage design has been developed to ensure that it is compliant with RNIB guidance. The third phase of the project, a costed programme for implementation beginning in the next financial year has been completed. Works under the programme will therefore take place with effect from April 2004.

### **Mystery Shopping programme.**

24. The Council's Customer Service Standards are being relaunched and are accompanied by a new mystery shopping programme to monitor the Council's advertised A-Z telephone numbers and all face to face services. The mystery shopping will be carried out every two months and the reports will highlight areas of good practice and recommendations where further training is needed. Equalities will form an integral part of the mystery shopping, with access and communication mainstreamed

into the programme. The objective of the mystery shopping exercise is to help everyone at every level in the council to maximise their professional skills and deliver the levels of customer service we have committed to. The first reports will be reported to the December Executive.

## **KEY ISSUES FOR CONSIDERATION**

### **Scrutiny, self-assessment and audit under the Plan.**

25. The Plan is attached at Appendix 1.
26. The four key themes within the Plan are based on those areas that have been identified both within the Council and externally by Government and other agencies, as needing to be specifically addressed within the Equality, Diversity and Social Cohesion agenda.
27. Members will need to satisfy themselves that the Plan is adequately robust to ensure that the Council can effect the change necessary to deliver the targets set out within the Plan.
28. An essential requirement under the Plan is that we have undertaken development of the scrutiny, self-assessment and audit (for race gender and disability) across service areas, departments and employment. This work is happening via the current work plan for race impact assessments, which are taking place across the Council this year, and for which there is a work programme for the next two years.
29. This year's programme of impact assessments is embedded within the Plan, and their remit has been extended beyond race in all but one case, to include gender and disability assessments. The programme for next year will be further extended to ensure that sexuality, faith, belief and age are incorporated into the assessments. This reflects the commitment in the Plan to wherever possible extend the minimum legal requirements of equalities legislation across the spectrum of need and services.
30. The Audit Commission has produced a self-assessment auditing toolkit that sets out the methodology to be followed in assessing performance against the Plan. The toolkit is rigorous and comprehensive, and sets out the standards of evidence required for all service areas to demonstrate their achievement against levels of the Standard. Each service area will be required to comply with the requirements within the toolkit to be able to demonstrate their performance.

### **Monitoring.**

31. There will be regular monitoring of progress under the Plan by the Council's Senior Management Team. This is in addition to the bi-monthly Chief Officers Equalities sub-group which has responsibility for driving the corporate equalities agenda.
32. Performance against equalities targets has now been embedded in Chief Officers workplans. The Plan and local equalities targets should be reflected in local service area plans, and throughout all levels of the business planning process. Performance will therefore also be assessed under that framework.

33. Performance against Equalities BVPIs will be reported annually, in the Best Value performance Plan.
34. Regular reports to the Executive and Scrutiny sub-committees have also been built into the monitoring programme.

## **RESOURCE IMPLICATIONS**

35. It is a requirement of the Plan that resources for commitments within it are specifically identified. These are accordingly reflected within the Plan.

## **CONSULTATION**

36. The draft Action Plan was put out to consultation during June and July. In addition to ongoing feedback from the Social Inclusion Division's Equality and Diversity Panel, who had sight of the report before and throughout the consultation period, and indeed contributed to the development of the Plan, the Plan was widely disseminated as an insert in SAVO News, to ensure coverage of all the local community and voluntary sector organisations. The Plan was also made available at Community Council meetings throughout the consultation period. An article was also placed in Staff Voice.
37. In addition, meetings were held with the Trade Unions, the Black and Minority Ethnic Workers Group, Southwark Race and Equalities Council, on-site Travellers consultation, the Community Involvement and Development Unit, the Anti-homophobic Forum and Southwark Children and Families Alliance. All these groups provided formal feedback, a summary of which is attached at Appendix 4. In addition the Heartbeat International Christian Centre submitted a written response. Other miscellaneous responses are detailed in the summary.
38. The majority of consultation responses received were concerned with the employment provisions of the Plan. Given this high level of interest, a paper is attached at Appendix 3, which specifically addresses some of the issues raised.
39. In general, the responses received were more about the delivery of actions within the Plan, and concerns that the commitments are achieved, rather than the substance of the Plan itself. A number of important points were raised on the issue of disability, and service delivery, and these will be picked up via the [Forward@Southwark](#) signage project and mystery shopping exercises. The full version of the consultation responses has been shared with the Chief Officers Equalities sub-group, to ensure that where appropriate the points raised can be addressed in each Department's delivery of the Plan.
40. The Equality and Diversity Panel had not had sight of the Executive report at the time of writing, but will have considered it at their meeting of 21 October. They have been assured that their comments will be fed back verbally to this meeting.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Borough Secretary and Solicitor.**

41. Legal Services are represented on the inter-departmental Chief officers Equalities sub group. On specific point of Disability Discrimination Act compliance, Section C, Ensuring access to public buildings and services, it is important to note that the Disability Discrimination Act 1995 makes it unlawful for a service provider to discriminate against a disabled person by:

- (1) Section 19(1)(a): Refusing to provide (or deliberately not providing) any service which it provides (or is prepared to provide) to members of the public, or
  - (2) Section 19(1) (c): In the standard of service which it provides the disabled person or the manner in which it provides it, to him or
  - (3) Section 19(1) (d): In the terms in which it provides a service to a disabled person reference to providing a service includes providing goods and facilities.
  - (4) Failing to comply with the duty (under Section 21) to make reasonable adjustments if that failure has the effect of making it impossible or unreasonably difficult for a disabled person to make use of any such service.
42. From the 1<sup>st</sup> October 2004, where a physical feature makes it impossible or unreasonably difficult for disabled people to make use of a service, the council will have to take reasonable steps to:
- (1) remove the feature (Section 21(2)(a) or,
  - (2) alter it so that it no longer has that effect (Section 21(2)(b)) or.
  - (3) provide a reasonable means of avoiding the feature (Section 21 (2)© or,
  - (4) Provide a reasonable alternative method of making the service in question available to the disabled person Section 21(2) (d).
43. If we are not fully compliant with regard to physical works until 2005/6, The Council could be subject to legal challenge if we fail to take reasonable alternative steps to ensure that a disabled person can receive or access a service. It will, therefore, be imperative that where it is known that a service or building may present some challenge to access, alternative arrangements are put in place to prevent the user from being disadvantaged.

#### **EQUALITIES IMPLICATIONS.**

44. The intention of the Action Plan is to ensure delivery of equality of opportunity in service delivery, including access to services, employment and community participation and involvement. This is to be driven by leadership at all levels within the organisation. Communities of interest who have historically lost out, or for whom provision has been patchy, have been identified within the Plan, and, in certain circumstances, such as asylum seekers refugees and Travellers, commitments made to redress these historic imbalances.

#### **FINANCIAL IMPLICATIONS**

45. All resources required to achieve actions are specifically addressed within the Plan, unless they are confidential or subject to further costings. Where no additional resources are required, this is expressly identified within the Plan. Chief Officers will ensure that where the need for additional resources has been identified as being required to deliver against commitments, they will be reflected in bids in the approaching budget round.



## 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.
Corporate Equalities Action Plan: Towards Level 2 of the Local Government Equalities Standard. DRAFT FOR CONSULTATION. Report to Executive Committee 20 May 2003.	Constitutional Support.	Everton Roberts.
Full list of respondees and responses to CEAP consultation.	Social Inclusion Division. West House.	Jules O'Mahoney. 0207 5257491.

Lead Officer	Nathalie Hadjifotiou (Head of Social Inclusion)	
Report Author	Jules O'Mahoney (Social Policy Manager)	
Version	Final.	
Dated	10.10.03.	
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.	All Chief Officers comments included.
List other Officers here	All Chief Officers and all members of the Chief Officers Equalities sub-Group.	Yes.
Executive Member	Yes.	No.
Date final report sent to Constitutional Support Services	24.10.03.	

APPENDIX 1

<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>	<b>Cost</b>
<p><b>1. As Leader:</b> to influence other sectors represented on the Southwark Alliance to ensure a common approach to attainment of the Equality Standard and implementation of the Race Equality Scheme.</p>	<p>Leader hosts an annual review with key public sector partners on the Southwark Alliance, on progress under the Equality Standard and the Race Equality Scheme.</p>	<p>Clear evidence of Southwark's public sector agencies working together to achieve common approach to equalities agenda, and culture within Alliance affecting outcomes for Southwark residents in deprived neighbourhoods</p>	<p>Leader of the Council, with Southwark Alliance.</p>	<p>Annual Review, commencing December 2003.</p>	<p>National Strategy for Neighbourhood Renewal, Community Strategy</p>	<p>No additional resources.</p>
<p><b>2. As an Executive:</b> enhance Local Political leadership, by ensuring that Councillors fulfil their roles as Executive Members to promote policies and monitor performance in respect of equality and diversity, and in particular, to ensure attainment and consolidation</p>	<p>Take account of equality and diversity implications in determining policy, resourcing priorities and in monitoring Council performance, particularly in</p>	<p>Clear evidence of Council's performance having positive impact on reducing gaps in equalities and making positive difference in life chances and</p>	<p>Executive Members</p>	<p>Continuously through Executive Committee.</p>		<p>No additional resources.</p>

of Level 2 of the Equality Standard during 2003 with progressive improvements over future years.	relation to attainment of the Equality Standard, and full implementation of the Race Equality Scheme.	outcomes. Attainment of Equality Standard levels against target. 3 year programme of Race Impact Assessments carried out to timescale and appropriate improvements made.				
<b>3. As Executive Member for Community Support and Safety:</b> to exercise a role as Equality and Diversity champion, ensuring that the impact on Equality and Diversity issues are addressed in all Executive Committee decisions.	Raise issue of Equality and Diversity impact at all Executive Committee meetings requiring decision.	Evidence of Equality and Diversity being addressed within Council's decision making process.	Executive Member for Community Support and Safety.	Continuously through Executive Committee.		No additional resources.
<b>4. As Scrutiny Sub-Committee:</b> ensure that the Executive is held to account in their role to ensure implementation of Level 2 of the Equality Standard, the Race Equality Scheme and the Equality, Diversity and Social	- Ensure accountability of the Executive, by robust overview of implementation of the Equality Standard and Race	Clear accountability of the Executive in relation to progress under the Equalities agenda.	Chair of Overview and Scrutiny sub-committee and members of Scrutiny sub-committees.	Regular reporting arrangements to Overview and Scrutiny on mystery shopping of		No additional resources.

Cohesion agenda.	<p>Equality Scheme.</p> <p>-Oversee programme of mystery shopping exercises, to test customer satisfaction of Southwark's services and their accessibility.</p> <p>Ensure that the Sub-Committee's work programme reflects a strong commitment to overview of Equalities and Diversity issues.</p>	<p>Mystery shopping programme is undertaken and outcomes fed back to Sub-Committee for consideration and recommendation to improve services.</p> <p>Equalities issues kept on the Sub-Committee's agenda: continuous scrutiny and improvement.</p>		all telephone and face to face Council services.		
<p><b>5. As ward councillors:</b> Members will represent their communities and bring their views into the Council's decision-making process. In particular:</p>	<p>Members to participate in development programme to assess how their roles might be developed and enhanced to better support their communities.</p> <p>To also participate in training that will address the following:</p>	The representative role of ward councillors will be clearly defined and developed.	All Member Development will be taken forward by the Assistant Chief Executive for Improvement and Development, under the Forward at Southwark programme.	From April 2003	<a href="mailto:forward@SouthwarkStrategy">forward@Southwark Strategy</a> .	No additional resources.

	-conciliation and mediation.	All parts of the communities interests are represented in the Council Chamber.				
	-working effectively with Community Councils	Community Councils work to best effect and are representative of their local communities.				
	-community cohesion and supporting fledgling networks	Enhanced Community Cohesion and greater local ownership of social cohesion agenda.				
	-maximising community participation.	Community participation will be enhanced by the emergence of more community leaders.				

<p><b>6.</b> <b>As Councillors:</b> to take a lead in promoting social cohesion within Southwark.</p>	<p>The Council will deliver 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>Executive Member on the Pathfinder Steering Group.</p>	<p>Programme runs until September 2004.</p>		<p>£150,000 external funding, plus Southwark Council match funding in kind. Plus £90,000 to Southwark Community Empowerment Network.</p>
<p><b>7.</b> <b>Council Chief Officer team:</b> to take responsibility for strategically driving and promoting the Equality, Diversity and Social Cohesion agenda.</p>	<p>Chief Officer Team to manage and review Corporate Equalities Action Plan, including responsibility for setting, monitoring and reviewing targets during implementation, and ensuring that there is consultation.</p>	<p>Outcomes as set out in the Plan are achieved.</p>	<p>Chief Officer Team.</p>	<p>Draft Plan for consultation April 2003, annual review thereafter.</p>	<p>Equality, Diversity and Social Cohesion Framework. Local Government Equalities Standard.</p>	<p>No additional resources.</p>

<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>Cost</b>
<b>The Council's role as employer:</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 : Assistant Chief Executive (Improvement and Development)	From June 2003, ongoing  By December 2003	HR strategy and workforce plan	No additional resources.
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 and ensure it is put in place: e.g. the adoption of the Two Ticks Standard for the employment of people with disabilities, as the corporate norm.	Devise Southwark approach to improve performance in employment of disabled people Achieve top quartile BVPIs by 2005.  Increase in the percentage of authority employees declaring that they meet the Disability	PMS: Assistant Chief Executive (Improvement and Development)	1 <sup>st</sup> Stage to March 2004	HR strategy and workforce plan	No additional resources.

		<p>Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area.</p> <p>Increase in the percentage of local authority employees from minority ethnic communities compared with the percentage of economically active minority ethnic population in the authority area.</p> <p>Increase in the percentage of top 5% of earners that are women from 38% to 40% by 2003/04.</p> <p>Increase in the percentage of top 5% of earners from black and minority ethnic communities from 22% to 25%.</p>				
Increase the awareness and	Run programme of	All staff provided	PMS:	2003 to 2005	HR strategy	No additional



knowledge of Council staff across the whole spectrum of equality matters including integration into mainstream learning & development plans and activities.	awareness training plus special briefings on new obligations. Set up induction training for all new staff at all levels that fully sets out their responsibilities in relation to equalities. -Include specialised training e.g. communications skills, in corporate programme -Produce model training plans	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 accreditation	Assistant Chief Executive (Improvement and Development)	(next planned survey)  2005	and workforce plan	resources.
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 Assistant Chief Executive (Improvement and Development)	From April 2003 ongoing	HR strategy and workforce plan	No additional resources.
Promote the role of Council staff in supporting equality outcomes in a practical way.	Set up an assisted reading programme in Southwark schools, staffed by Southwark Council staff.	30 hours per week allocated to the programme.	Assistant Chief Executive (Improvement and Development)	From September 2004.		No additional resources.

<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 Assistant Chief Executive (Improvement and Development)	Following the laying of regulations in Spring 2003.	Procurement Strategy	No additional resources.
Improving employment opportunities for disadvantaged groups	Objective 1 in Soutwark Plan To remove barriers to employment and improve access to jobs and training opportunities for residents	Planning agreements to provide childcare, training and other measures to open up employment opportunities	Strategic Director of Regeneration.	Ongoing	Unitary Development Plan. (UDP)	This falls under the development of the UDP. It is part of core regeneration work and the proportion relating to this item can not be extracted
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.	Strategic Director of Regeneration.	Ongoing	UDP.	As above.
	Employment Strategy priority to ensure positive outcomes for Black & Ethnic Minorities are comparable to proportion participating in employment focused	BEM positive outcomes to be proportionately comparable to BEM participant numbers.	Strategic Director of Regeneration.	On-going Tied to LSP & NRF timetable		A proportion of the 'contracting budget' which totals £642k for 2003/2004 (+ match funding totalling

	training programmes					approximately £1m) would be spent on this activity, however most projects contain this a target and it is therefore not possible to extract the proportion spent on this specific activity
	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.	Strategic Director of Regeneration.	On-going		As above.
	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	Strategic Director of Regeneration	Ongoing		1 project dedicated to drink/drug dependency (£25k)  1 to refugee/asylum seekers (£42k)  + the proportion of contracting

		<p>materials on projects disseminated to employer contacts;</p> <ul style="list-style-type: none"> <li>-Leaflet on eligibility for work/training (refugee specific) disseminated to all agencies;</li> <li>-Uptake of SETAA NARIC database increased by 10%;</li> <li>-25 young people get work with the Council (PSA).</li> </ul>				<p>budgets (£642k) spent on this activity.</p> <p>+ a possible NRF funded project of £70k to support ex-offenders.</p>
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<b>SECTION C: ACCESS TO AND PROVISION OF SERVICES.</b>						
<b>Objectives</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead responsibility</b>	<b>Timescale</b>	<b>Links to other Plans and Strategies</b>	<b>Cost</b>
<b>The Council as a whole:</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.	The Council's frontline operational premises, housing neighbourhood offices and schools to be DDA compliant and to strive for best practice wherever possible.	Strategic Directors of Regeneration, Housing and Education and Leisure.	Current compliance 68%  100% compliance of physical works required, by 2005/06	Education Accessibility Strategy, Property Access Strategy and Accommodation Strategy.	Corporate buildings: 03/04: £500,000 04/05: £2,972,000. Anticipated bids: 05/06: £1,760,000 06/07: £400,000.  Schools: £400,000p.a. DfES funding, plus approx £1.5m p.a.  Housing N'hood offices: 02/03: £18,530 03/04:

						£176,899.
Improve information and communications so that information is available to our diverse community the appropriate format for those with communication needs.	<p>Signage at all Council public access points which is accessible to disabled people and to those with language needs</p> <p>All key Council information to be available in translated form on request, or for interpretation to be available, or in a form that is accessible via appropriate sensory aids/publicly accessible website.</p> <p>- Programme of mystery shopping to be developed, testing suitability and accessibility of services to the public</p> <p>External</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. Consistent standards applied across the board for all Southwark Council users ensuring equality of access and provision.</p> <p>Improved customer satisfaction borne out by mystery shopping exercise results and customer surveys.</p> <p>Improved external</p>	Assistant Chief Executive (Improvement and Development)	<p>From April 2003.</p> <p>Programme completed and changes implemented by Autumn 2004.</p> <p>Throughout year and ongoing.</p> <p>External</p>	Customer Access Strategy	<p>Corporate signage: £300,000 p.a. 2004/5, 2005/6, 2006/7. Housing Dept. signage programme. £230,000.</p> <p>Required resources subject to review of language needs.</p> <p>No additional resources.</p> <p>Development</p>

	Communications Strategy to be developed, with equity and access as core values.	communications that specifically addresses needs of communities with communication needs.		comms strategy to Executive, November 2003.		of strategy; no additional resources.
Customer Contact Centre and One Stop Shops to have the capacity to support access by people with a range of communication needs.	Review of all face to face customer service provision, addressing all access issues. Establish first fully operative One Stop Shop by Summer 2004.	Improved customer access and service provision across the Council. Specifically: People with communications needs express high levels of satisfaction with ability to access services and in their communication with the Council, as tested by mystery shopping and other customer surveys.	Assistant Chief Executive (Improvement and Development).	Bermondsey/ Spa Road One Stop Shop to be set up in 2005.  Customer Contact Centre to be set up by 2005.	Customer Access Strategy.	Financial information on Customer Service Centre currently subject to commercial confidentiality. One Stop shop development integrated with above.
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	Adverse impact of policies and practice is redressed, and Southwark achieves Level 2 of Local Government Equalities Standard.	Chief Executive and All Strategic Directors.	From March 2003.		No additional resources.

	<p>and pilot the Disability Equality Scheme and develop the Gender Equality Scheme.</p> <p>Departments or business Units/policies subject to Race Impact assessments in Year one are as follows:  Corporate Strategy, Social Inclusion, Community Safety, Strategic, Corporate and Departmental Support services, Legal Services, Economic Development and Employment, Planning and Delivery of Capital Programme, Community Development (Regeneration) Housing (Management) Southwark Anti Social Behaviour Unit</p>					
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	<p>Education: Adult Education (deferred to 2004)</p> <p>School Improvement-Exclusionst, (deferred to 2004)</p> <p>School Improvement-Curriculum, (deferred to 2004)</p> <p>School Improvement - Racial incidents monitoring, (deferred to 204)</p> <p>School Improvement - English as additional language. (deferred to 2004).</p> <p>Social Services: Children and Young People in need, including Youth offending, Early Years and Child Protection and Family Support. Services for Older People, Mental Health Services including Community mental health, drug and</p>					
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	alcohol service, specialist residential care and nursing home care.					
The Council to interpret new and emerging legislation offering increased employment rights, to extend to service delivery, wherever possible.	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 statutory framework of equality (faith, elderly lesbian, gay, bisexual and transgender) receive equality of opportunity to access and provision of services.	All Strategic Directors.	By March 2004.	Equality, Diversity and Social Cohesion policy.	No additional resources.
Ensure that the Council is identifying and addressing the needs of the most marginalized communities within the borough.	<ul style="list-style-type: none"> <li>- Develop a strategy on Travellers, with a specific remit to address inequalities in outcomes.</li> <li>- Develop a strategy on Refugees and Asylum Seekers; including unaccompanied minors, to ensure the Council's approach is holistic.</li> </ul>	Targeted response to needs of Travellers and Asylum Seekers will reduce marginalisation and improve equality of access and provision. Implementation of Social Services Refugee Strategy Report, which identifies key actions and tasks, will ensure integration within schools and health/care sector.	Assistant Chief Executive (Performance and Strategy).	Draft strategy on refugees and asylum seekers for consultation by November 2003. On Travellers by April 2004.		Costs will be dependent upon content of strategies, therefore, subject to further costing.

<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>Assistant Chief Executive (Performance and Strategy)</p>	<p>March 20004.</p>	<p>Crime and Disorder Strategy. Safer Southwark Partnership.</p>	<p>Approximate costs for current financial year:  Council Mainstream funding £50k.  NRF (Domestic Violence) £75k.  Campaign Against Hate Crime £300k.  Camapign Against Hate Crime (LBS match funding) £112K.  LBS Voluntary sector grant aid £135k.  Supporting People £752K.</p>
<p><b>Social Services.</b></p>						

Joining-up and Delivering Quality Services to Children with Disability / SEN;	Creation and adoption of an assessment toolkit, to identify children's needs.	Reduction in the differential attainment levels of children, and a more holistic service to children managed via the Children's Partnership Board.	Strategic Director of Social Services.	May 2003 onwards as part of Children's Partnership Board Work plan.	Children's Service Plan/Family Support Strategy.	No additional resources for all Social Services actions. Contained within core budgets.
Promoting Independence to Disabled Adults through Assessment and Care Management	Develop and implement the Day Care Modernisation Strategy. Develop a revised commissioning strategy for clients with physical disabilities.	Improved service delivery for adults with disabilities.	Strategic Director of Social Services.	May 2003 onwards. Commissioning strategy to be developed by June 2003.	Modernising Day Care Strategy.	
Promoting Independence through Day Services to Physically Disabled Adults	Develop a process of identifying employment and social opportunities.	Increase the number of adults achieving employment.	Strategic Director of Social Services	May 2003 onwards.	Modernising Day Care Services Strategy. Best Value Review of Disabilities.	
Ensure that Black and Ethnic Minority families and children are able to access services to achieve and maximise their full potential.	Implement the Family Support Strategy, identifying via an inter-agency assessment the specific needs and issues for black and minority ethnic children and families. Build in an effective	Increased take-up from black and minority ethnic groups of community projects aimed at supporting families.	Strategic Director of Social Services, with Health, Strategic Director of Education and Leisure, and Voluntary Sectors.	2003-2005.	Family Support Strategy.	As above.

	monitoring system to test take-up.					
Reduce the disproportionate incidence of black and minority ethnic young men in the criminal justice system.	Inter-agency working will provide young people at risk with direct intervention, by way of activities such as counselling and "street" work.	Focus on positive reduction in disproportionate numbers and levels of young black men in the criminal justice system.	Strategic Director of Social Services, supported by YOT, Youth Service and Connexions.	2004-05.		As above.
<b>Environment and Leisure</b>						
Review Parks service to ensure usage by all groups.	Maintain and improve upon existing figures for visits to parks  Develop pilot project around usage of Burgess Park by Aylesbury residents – inc. exploration of funding for outreach worker	Greater usage of park by disadvantaged groups on the Aylesbury (which has Black and Minority Ethnic population of 60%)	Strategic Director of Environment and Leisure.	2003-06.	Links to development of new sporting facilities in B. Park. Links with NDC and improvement works on the Aylesbury	Subject to November 03 Executive approval of Park Rangers restructuring proposal, the cost of outreach worker can be funded with match funding from NDC. Otherwise, approx 25K per annum.
Consider diversity issues in all public realm activities	Aim for 3 <sup>rd</sup> quartile performance in BV199 and LEQC environmental indicators  Review Aylesbury	Higher quality environment for all groups, including the most disadvantaged  Reduced fear of crime	Strategic Director of Environment and Leisure.	2003-05	Link to NDC, existing SAT & other Aylesbury pilots included in this document	No major impact.

	Street Action Team in line with CEAP vision. Consider involvement of all groups.	Lessons learnt in pilot to inform other Street Action Teams.				
Consider impact of refuse and cleanliness issues on residents with greatest problems	Improve refuse collection and cleanliness on the Aylesbury – exceed BV and local PIs on this estate	Improved satisfaction by estate residents – as indicated in MORI or other residents survey	Strategic Director of Environment and Leisure.	2003-05	Link to NDC, existing SAT & other Aylesbury pilots included in this document	Approximately £100,000 p.a.
Maintain and improve upon high standards in Environmental Health and trading standards.	Consider publication of information booklet for new residents and traders in borough.	Improved information on how to get rid of bulk rubbish, how to deal with trade waste, how to complain to trading standards etc.	Strategic Director of Environment and Leisure	2003-04.	Link with cleanliness agenda.	Approximately £26,000 p.a.
<b>Regeneration</b>						
Increase business support to a range of groups.	Review pilot project on BME businesses and assess opportunities for extending beyond BME groups.	Increased opportunities for wider range of Southwark residents	Executive Director of Regeneration.	2003-05	Other procurement initiatives	A proportion of the enterprise monies which total £88k are spent on BME activity. In addition to this the current SLA for Ethnic Minority Business Support Unit (EMBSU)

						which totals £20k will become part of the contracting budget which will increase to £662k
Make all Southwark bus stops accessible to low floor buses.	Complete programme of highways and pavement work required to make this happen.	All Southwark bus stops compliant, ensuring greater mobility for people with disabilities.	Strategic Director of Regeneration and Transport for London.	By end 2004.	Transport Strategy.	All monies from TfL  £248,000 for 02/03  Council have bid for £300,000 2003/2004
<b>Education</b>						
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</li> </ul>	<p>In 2003/04:</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> </ul>	Strategic Director of Education & Culture, and Education Provider.	Continuing activity. Review of actions and outcomes every Autumn.	<p>Education Development Plan.</p> <p>Caribbean pupils Key Stage (KS) 2 Service Improvement Plan Primary Strategy.</p> <p>Education &amp; Culture Equalities and</p>	No additional resources for all Education actions. Contained within core budgets.

	<p>pupils in each year group</p> <ul style="list-style-type: none"> <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 Maths programmes to support the development of numeracy in KS2.</li> <li>• Identify and disseminate good practice in teaching methods, curriculum organisation, use of support staff, booster classes</li> <li>• Provide guidance, training and</li> </ul>				Diversity Action Plan.	
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	support for schools in raising the attainment of white boys.					
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.	Strategic Director of Education & Culture, and Education Provider.	Continuing activity. Review of actions and outcomes every Autumn.	Behaviour Support Plan Education & Culture Equalities and Diversity Action Plan	As above.
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>• At least 10% reduction in number of permanent exclusions of Caribbean pupils.</li> <li>• At least 10% reduction in number of fixed-term exclusions</li> </ul>	Strategic Director of Education & Culture and Education Provider.	Continuing activity. Review of actions and outcomes every Autumn.	Behaviour Support Plan Education & Culture Equalities and Diversity Action Plan	As above.

	<p>in supporting 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>	<p>term exclusions of Caribbean pupils</p>				
<p>Increase access to adult education for people with disabilities and those from minority ethnic groups</p>	<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>	<p>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</p>	<p>Strategic Director of Education and Culture</p>	<p>Ongoing monitoring of performance for submission to LSC in late autumn each year.</p>	<p>Education and Culture Equalities and Diversity Action Plan: Anti-Poverty Strategy.</p>	<p>No specific budget allocated- part of general funding of courses as allocated by Learning and Skills Council.</p>

<b>Housing</b>						
Ensure a fair and transparent Housing Allocation Policy.	<ul style="list-style-type: none"> <li>• Carry out a comprehensive review of Allocations</li> <li>• Carry out an equalities impact assessment of the new policy</li> </ul>	New policy is fully “equality proofed” for adverse effects on disadvantaged groups, ensuring fair access to housing.	Strategic Director of Housing.	March 2004  March 2004	Allocations Review and Housing Strategy.	Allocations review: 03/04: £150,000.
Reduce the incidence of homelessness of BME households due to racial harassment and domestic violence	Work with partner agencies to develop more effective hate crime strategy.	Increased focus on early intervention and prevention should result in a reduction in homelessness. Compliance with the Commission for Racial Equality’s code of practice in rented housing and follow Good Practice Standards on tackling harassment.	Strategic Director of Housing.	March 2004	Allocations Review, Housing Strategy and Hate Crimes Strategy.	Bid for domestic violence co-ordinator: £34,000 04/05.
Reduce the incidence of homelessness due to the lack of information to signpost people to the relevant Housing Advice Service.	Conduct outreach to marginalised BME communities, e.g. Somalian and Bengali to ensure the options for housing and eligibility criteria are understood	Greater knowledge of, and access to housing services for particular hard to reach groups.	Strategic Director of Housing.	March 2004		£50,000 to increase translation and interpretation services. 03/04.

	with particular reference to people seeking asylum					
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<b>SECTION D: PARTICIPATION</b>						
<b>Objective</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>	<b>Timescale</b>	<b>Links to other Plans and Strategies</b>	<b>Cost</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.	Assistant Chief Executive (Performance and Strategy)	March 2003.		No additional resources.
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>	<p>Hard to reach communities able to inform policy development and established network for them to express their views and receive feedback.</p> <p>Increased participation of harder to reach communities.</p> <p>Wider local representation.</p>	<p>Assistant Chief Executive (Improvement and Development) supported by Strategic Director of Regeneration.</p> <p>Strategic Director of Regeneration.</p> <p>Assistant Chief Executive (Performance and Strategy) and Strategic Director of Regeneration.</p>	<p>April 2003.</p> <p>From April 2003.</p> <p>From April 2003.</p>		<p>Approx £130,000 NRF 03/04.</p> <p>Plus, Approximately 30% of CIDU budget £100k for 2003/2004 is spent on this and activities below.</p>
Ensure greater representation of BME, disabled and other	Develop effective "recruitment strategy" for volunteer/unpaid	Wider participation at local level, reflecting a more representative tier	Executive Directors of Regeneration and Housing, and	2003-04.		As above.

groups at Community Councils, Tenants and Residents Associations and amongst school governors.	community representatives.	of community involvement.	Education provider.			
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## 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 Overview and Scrutiny Committee will review the mystery shopping exercise. The Environment and Community Support sub-committee will scrutinise policy development, compliance with the CEAP, and make recommendations on further actions required.	According to Sub-Committee cycle.
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. SMT will also review progress.	Bi-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	Every 4-6 weeks, and occasionally in individual expert advisory role.

	development of policy under the Plan, and in the implementation of Impact Assessments.	
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## 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%.

Geographically, the borough is also very diverse. Under the 2000 DETR Index of Deprivation, Southwark features as the ninth most deprived borough on average ward scores. Approximately 70% of the population of the borough lives in a ward within the 10% most deprived within the country. The location of deprivation is in a broad band across north and central Southwark, from south of the riverside developments to the borders of Dulwich.

People's experience of deprivation and social exclusion is influenced by their age, ethnicity, gender, and whether they have a disability.

So, for example, the population from black and ethnic communities in wards within the 10% most deprived ranges from 13.4% to 56.6%, whilst in all other wards the range is significantly narrower: 9.4% to 29.5%.

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.

## 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.

Performance Indicator	2002/03 Forecast outturns	2003/04 Targets	2004-05 Targets	2005-06 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	3	4
The duty to promote race equality BV 2b 03/04 PI	As Above.			
<b>COUNCIL EMPLOYMENT</b>				
The percentage of top 5% of earners that are women BV 11a 02/03 PI	38%	40%		
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	68%	68%	2004/05: 88% 2005/06: 100%	

disabled people BV 156		
<b>General</b>		
Number of racial incidents recorded by the authority per 100,000 population BV 174	540	594
Percentage of racial incidents that resulted in further action BV 175	100%	100%
<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	89% actual	95%
Adult learners (aged 19+) from Black and Minority Ethnic Communities as a percentage of total Adult Learners EAL 2a	New indicators for 03/04	51%
Male adult learners (aged 19+) as a percentage of total Adult Learners EAL 2b		20%
Percentage of Adult Learners (aged 19+) with Disabilities and Learning Difficulties EAL 5	23%	25.5%
% of Caribbean pupils achieving 5+ A*-C grades at GCSE EWSA 2	23% Actual	27%
% of Caribbean pupils achieving Level 4 or above at KS2 in English EWSA 3	58% Actual.	65%
<b>Social Care</b>		
Users who said that if they asked for changes to services these changes were made. BV 60	New target: no baseline.	Top inner London quartile.
Ethnicity of older people receiving a Community Care assessment Social Services PAF E47	1.6	2.0
Ethnicity of older people receiving a service following a Community Care	0.9	1.0

assessment. Social Services PAF E48		
Ethnicity of Children in Need. Social Services PAF E45.	1.5	1.7
<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.

### APPENDIX 3.

Issue Raised in consultation.	Human Resource response.
That the Council's workforce is not representative of the local community in relation to the employment of people from the Asian community.	2001 census information notes that 4.1% of the total Southwark population classify their ethnic origin to be Asian. This reflects the whole population, including children and elderly people, not just those who are economically active. This compares to 3% of the Southwark workforce (2002/03) who state their ethnic origin to be Asian. While there does not therefore appear to be disproportionate representation, the workforce profile will be regularly monitored and action taken where necessary.
That the BME community is under-represented at senior levels within the Southwark workforce.	It has been recognised that the Council needs to increase the proportion of people from black & ethnic minority communities at a senior level and work on this is included in the action plan.
That workforce monitoring statistics are not available to the Trade Unions.	Monitoring statistics have been given to the Trade Unions, since the consultation took place, and are available for publication. This includes proposals to improve the quality of statistical monitoring and to address areas of concern.
That work life balance statistics are not available to the Trade unions and that as agreement is at the Business Unit Manager's discretion, there is inconsistency in application.	Separate information has also been provided to the Trade Unions on work life balance take up and the accessibility of work life balance options is promoted by departments e.g. in recruitment.
The Black and Minority Ethnic Workers Group wishes to be incorporated within the Council's consultation framework.	Discussions are ongoing with the Trade Unions on how a Black & Ethnic Minority Workers group can be incorporated into the Council's consultation framework.
What action is planned to ensure staff take ownership of the CEAP, and that progress is monitored through the performance management system?	Individual work plans are linked to departmental and corporate objectives, (influenced by monitoring results) and an individual's achievement of objectives managed through this process.
Given the implementation of the European Directive in December 2003, that prohibits discrimination in employment on the grounds of religion or faith, the Council should institute such monitoring of its workforce.	The consultation highlights that there is a current debate on whether global employee monitoring should extend to religious belief, once the new Discrimination laws are in force. (The same debate applies to monitoring sexuality) This is not required under the Regulations, and the current view would appear to be that any such monitoring should be voluntary. As such the value of global monitoring could be questionable.

	However, while the focus at this stage is for compliance with regulations, further work will be undertaken in this area to identify best practice and ascertain further views as to its merits.
That the Council should have a policy on bullying within the workplace that should be accessible to all staff.	The Council's procedure on Harassment covers bullying. It is essential that both managers and staff are able to access information easily on how to deal with inappropriate behaviour that may be described by some as harassment, bullying or victimisation.
Communication skills training for council staff needs to incorporate communication skills for people who have sensory impairments as well as for people with learning disabilities and other disabilities.	Managers should look at the learning & development needs pertinent to each individual employee and resource appropriate training to enable people to fulfil their role. Support may be gained within the Council or purchased from an external source where there are insufficient numbers in-house to justify a workshop.
No explicit mention of people with learning disabilities in the sections devoted to accessibility to work or information.	Disabilities would cover those with learning disabilities and opportunities have been made available for people with learning disabilities to access job opportunities.
One Action should be to promote a workplace culture where all employees feel safe and valued, including each person's diverse perspective. Where there are targets set for gender and race, add in LGBT and increased representation of minority religions.	The Council's Corporate Equality Action Plan aims to establish a culture that complies with the laws on anti-discrimination (including new regulations on religious belief and sexual orientation) where diversity is valued, and recognised as contributing to the provision of a more inclusive service.
Suggestion that examples of how best practice should be shared, and examples given regarding how the Council will support staff in supporting equality outcomes.	All managers and employees are expected to play their part in delivering the Plan, with support from specialist staff within the Council and where appropriate learning from best practice elsewhere.
Communication about recruitment procedures should be improved, and equalities integrated into induction.	Work is ongoing within the Council to improve communications, which will include knowledge of employment procedures. The induction process is also under review and will ensure a better base line knowledge of Council services and a consistent message on the Council's standards on equalities and diversity.
Numerous comments concerning level of requirements within Plan.	By its nature the Corporate Equality Action Plan looks at headline actions that need to be achieved. This will be backed up by associated action plans that will, for example, set out the requirements

	arising from Two Ticks Accreditation.
Concerns about the reliability of recruitment information on the Council's website.	The Council's recruitment website is being reviewed and, since the consultation, efforts have been made to ensure that complete and timely information is available to applicants, without the need to telephone the Council.
Concerns about high level of agency staff and differential terms and conditions.	All departments are currently looking at ways to reduce the number of staff employed on an Agency basis and workers are encouraged to apply for advertised vacancies, in accordance with the Council's recruitment procedure, to ensure equality of opportunity.