

<b>Item No.</b> 1.	<b>Classification:</b> Open	<b>Date:</b> 25.07.05	<b>MEETING NAME:</b> Cross-party Ouseley Review Working Group.
<b>Report title:</b>		Southwark's Draft Equalities Scheme.	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Chief Executive (Head of Social Inclusion)	

## RECOMMENDATION

1. That the Working group notes the proposed Equalities Scheme attached and proposes any amendments as they see fit.
2. That the Working Group notes in particular Annex 1, the Schedule of Relevance of Council policies, functions and services, and Annex 3, the proposed work programme of Equality Impact Assessments for the forthcoming three years.

## BACKGROUND INFORMATION

3. As part of the Council's statutory duty under the Race Relations (Amendment) Act 2000, the Council is required to publish a Race Equality Scheme. The purpose of the Scheme is to set out how the Council seeks to meet its race equality public duty. In particular the Scheme should outline how the Council will ensure that our policies and services reflect the needs of the diverse communities that live in the borough. We are required in the Scheme to demonstrate that we work proactively to:
  - Eliminate discrimination
  - Promote equality of opportunity
  - Promote good race relations.

The Council's first Race Equality Scheme covered the period 2002-2005.

4. While the Council is only required to review the full Scheme as necessary, every three years it is required to review its assessment of all policies and functions and to publish this. Because of significant developments across the whole equalities agenda since the original RES was published, the opportunity has been taken to undertake a full revision of the Scheme.
5. As part of his review, Lord Ouseley noted the Council's intention to revise the Scheme. He recommended that an urgent and extensive consultation should take place with the community and staff to ensure that the new Scheme had maximum support. This was already planned. A full report on the Consultation outcomes is being prepared, as many of the issues relate as much to the implementation of current policy and practice as to the future formal EIA programme.

## THE EQUALITY SCHEME.

6. In line with the Council's policy on equality, diversity and social cohesion the new Scheme will encompass the six dimensions of diversity that come within that policy – age, disability, faith, gender, race and sexuality. This approach

has been welcomed by the external Equality and Diversity Panel, and reflects best practice being adopted across many local authorities. Recent legislation relating to disabilities will in any case shortly place similar general and specific duties on the Council to that relating to race.

7. To make the Scheme user-friendly, the format of the Scheme is also being changed. In identifying an appropriate format, consideration has been given to the approaches used by other local authorities. The Scheme will now comprise a core document and a series of Annexes. This will enable the Annexes to be updated as necessary, without needing to constantly change the whole Scheme. The proposed format is as follows.
8. The Scheme sets out the arrangements that the Council is making to meet our general statutory duty, as described above at paragraph 3, and our specific duties to:
  - Assess and consult on the likely impact of our proposed policies on the promotion of race equality
  - Monitor our policies for any adverse impact on the promotion of race equality
  - Publish the results of such assessments, consultation and monitoring;
  - Ensuring that the public has access information and the services it provides;
  - Train staff on the requirements of the General and Specific duties;
  - Undertake a review of the assessment of functions and policies for relevance to the General Duty.
9. In addition the Scheme sets out our arrangements for compliance with the specific employment duties placed upon us under the Act. These are to monitor by racial origin the numbers of:
  - Staff in post
  - Applications for employment, training and promotion from each such group and the number of staff from each such group who:
    - Receive training,
    - Benefit from or are disadvantaged by performance appraisal procedures,
    - Are involved in grievance procedures,
    - Are the subject of disciplinary procedures,
    - Leave the organization.

The results of monitoring must be published annually.

10. The Scheme also covers other key requirements, including procurement, partnership and schools and education.
11. The Scheme will be accompanied by a number of annexes that will be reviewed during the 3-year life of the Scheme. A number of these are currently being worked on, but the key ones are attached to this report for your information.
  - **Annex 1: Relevance Schedule of Policies, Services and Functions (ATTACHED)**

12. This sets out all the Council's policies, services and functions, with an appropriate relevance rating. This relevance rating of HIGH, MEDIUM or LOW, is an assessment of the degree to which the policy or function does or potentially could have a differential impact on communities because of race, disability, age, faith, gender, and sexuality. The CRE issued guidance on how to make this rating in relation to race, including using both statistical evidence and issues where the community have raised concerns. The Council has adopted this approach and applied it to all the aspects of potential discrimination.
13. The Council had a duty under the Race relations Amendment Act 2000 to publish this Schedule by 31<sup>st</sup> May 2005. It revises the original Schedule contained within the RES 2002-2005. This Schedule is accessible via the Council's website. As the Schedule is a working document, further amendments may be made during the life of the Scheme.
14. A key aim of the Relevance Schedule is to inform internally and externally how the Council undertakes its equality function. Decisions and service delivery regarding policies and functions that have a HIGH or MEDIUM rating need to ensure that they have fully explored and addressed equalities impact as an ongoing part of the way that policy or function is developed and implemented.
  - **Annex 2: Findings and Key Action from the Equality Impact Assessment Programme 2002-2005**
15. This will set out in short tabular format, all the Equality impact Assessments (EIAs) undertaken between 2002-2005, with the main outcomes and future actions. The Council is required to publish its completed EIAs. Reference will be made to where the full EIA can be accessed. This summary is being compiled and will be completed by the end of August at the latest.
  - **Annex 3: Programme of Equality Impact Assessments 2005-2008 (ATTACHED)**
16. This will set out the next three-year programme of Equality Impact Assessments to ensure that the Council is meeting all three parts of its general duty. The programme is in reality a process of continuous review in which some policies and functions will be assessed for the first time, and others will be a 're-assessment' the proposals will cover:
  - New and revised policies
  - New and existing functions
  - Cross cutting EIAs where differential outcomes may result from the combined impact of a number of services
17. Each cross-cutting review will be led by a Chief Officer or jointly by Chief Officers, where there are strong areas of inter-departmental interest in the review. These are set out more fully in Annex 3.
  - **Annex 4: Equality Impact Assessment Guidance and Template**
18. This will be the framework that the Council uses to undertake Equality Impact Assessments. The current Guidance and Template is being amended in the light of experience and feedback from departments. One additional element of

the process will be to identify and take account of the changes brought in following the first EIA of that function.

- **Annex 5: Equalities Consultation Policy**  
(DRAFT ATTACHED)

19. This sets out recommended practice guidance for the Council in consulting with diverse and excluded communities in regards to Equality Impact Assessments and more generally in the conduct of its business. The lack of a formal statement and practical guidance on this was identified through the 2002-2005 EIA programme. In addition, it should go towards meeting Lord Ouseley's recommendation that more extensive user feedback should be evidenced as part of the EIA process.

- **Annex 6: Scheme consultation.**

20. This sets out the range of consultation undertaken during the development of the Scheme, consultees views and how the Council is taking these forward. As consultation only finished on 30 June 2005, this report is currently still being drafted.

### **CONSULTATION ON THE SCHEME**

21. In line with Lord Ouseley's recommendation, the Council completed a wide-ranging consultation on the Scheme, as follows:

- Discussions with the Equality and Diversity Panel
- Presentations and feedback at each of the eight Community Councils
- Presentations and feedback from the eight Area (Housing) Forums
- Presentation and feedback at a BME communities event hosted by SREC 23<sup>rd</sup> June
- Presentation and feedback at local community forums
- Presentation and feedback at 13 community of interest groups/forums
- Presentation and feedback at seven half-day sessions for Council staff, attended by 336 staff across all grades and services of the Council – 94% recorded that the sessions were satisfactory to excellent.
- Discussions with the black and minority and LBGT staff consultative groups (approximately 60 more staff.)

Overall, feedback has been positive on the proposed programme of reviews.

### **TIMETABLE FOR COMPLETING THE SCHEME**

22. The proposed timetable for completing and publishing the Scheme is as follows:

30 <sup>th</sup> June	Consultation closes
13 <sup>th</sup> July	COT finalise 2005-2008 programme
25 <sup>th</sup> July	Draft Scheme to the Cross Party Working Group
1st September	Consideration by Overview and Scrutiny
11 <sup>th</sup> October	Consideration by Executive

23. Given the interest and concerns in relation to equality matters at this time, the Cross Party Working Group may wish to consider if the final Scheme should be submitted to Council Assembly on 19<sup>th</sup> October.
24. Although the Scheme itself will not be published until the end of October, the programme of 2005/6 EIAs should start as soon as practicable.

#### FINANCIAL IMPLICATIONS

25. Equality Impact Assessments are core business for the Council and are a statutory requirement. The resources required to carry them out will need to be found from within existing resources. Where an EIA action plan identifies that additional resources will be required to implement the action, these will need to be found from existing resources, or identified within the next round of business and budget planning.

#### RESOURCE IMPLICATIONS

26. As above.

#### LEGAL IMPLICATIONS

27. These are inherent in the report, therefore no additional comments from Borough Solicitor.

#### CONSULTATION

28. See paragraph 21.

Background Papers	Held At	Contact
<i>Equality Scheme 2002-05.</i>	<i>West House.</i>	<i>Jules O'Mahoney X57491</i>

#### APPENDIX A

##### Audit Trail

<b>Lead Officer</b>	<i>Chief Executive</i>	
<b>Report Author</b>	<i>Jules O'Mahoney</i>	
<b>Version</b>	<i>Final</i>	
<b>Dated</b>	<i>14.07.05.</i>	
<b>Key Decision</b>	<i>N/A.</i>	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Borough Solicitor & Secretary	Y	Y
Chief Finance Officer	Y	Y

<i>List other Officers here</i>		
<b>Executive Member</b>	Y	N
<b>Date final report sent to Constitutional Support Services</b>	14.07.05.	

**SOUTHWARK COUNCIL'S DRAFT EQUALITIES SCHEME.**

**Revised June 2005.**

Incorporating the requirement to assess functions, policies and proposed policies for relevance to the performance of the general statutory duty under s71(1) of the Race Relations (Amendment) Act 1976, and to publish a Race Equality Scheme in accordance with the Race Relations (Amendment) Act 2000.

## CONTENTS

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6. Employment duties
7. Procurement
8. Partnership.
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## 1. INTRODUCTION

**The Council's vision is to make Southwark a better place to live, work, learn and have fun, as a model of urban sustainable living. Our Community Strategy identifies five key priorities to deliver this vision:**

- **Cutting crime and the fear of crime;**
- **Improving the health of the borough;**
- **Making Southwark cleaner and greener;**
- **Raising standards in our schools;**
- **Tackling poverty.**

**The Council's business plan, the Corporate Plan, sets out how we aim to make this vision a reality. Equalities is at the heart of the Plan and central to how we turn the Council's vision into reality.**

**Southwark has, over the past three years, developed an Equality, Diversity and Social Cohesion framework in which our commitment to make Southwark a place where diversity is valued, where there is equality of opportunity, and where communities and individuals can thrive and achieve their maximum potential is set out.**

**This Scheme is therefore an extension of that vision: it provides the mechanism for making those commitments real. In this respect, the Scheme is not a stand alone document: it reflects the Council's priorities and sets out how we intend to review our services, functions and policies to ensure that the way we carry out our work maximises opportunity for all.**

**There is also a legal requirement to do this. The Race Relations (Amendment) Act 2000 (RRAA) places Councils under a legal duty to eliminate unlawful racial discrimination, to promote equality of opportunity and to promote good race relations.**

**In May 2002, the Council published a Race Equality Scheme setting out how it would meet this duty from 2002-2005. We have now taken the opportunity to review our Race Equality Scheme and this new Scheme sets new priorities for us over the coming three years. These priorities have been informed by work done during the lifetime of the first Scheme and by a review of all the Council's services, functions, existing and new policies that will form our business over the next three years.**

**This Scheme sets out how Southwark will meet this duty, and our arrangements for meeting other, specific duties that the Act places upon us.**

**It has been produced after wide consultation with members of Southwark's communities and with Council staff. In line with the approach adopted by many authorities, the Scheme covers not only race, but also all those areas where the Council acknowledges they may be disadvantage or exclusion. Thus our new Scheme will cover race and ethnicity, age, gender, disability, sexual orientation and faith/belief.**

**A report on the consultation carried out under the Scheme is attached at Annex 6.**

## 2. SOUTHWARK'S VISION FOR EQUALITY, DIVERSITY AND SOCIAL COHESION.

**Southwark wants to see individuals and communities thrive within the borough, in a safe and tolerant environment, where everybody can achieve their maximum potential.**

**This vision is set out in our Equality and Diversity statement, agreed by the Council's Executive Committee in November 2004. This details how we will promote equality and what our long terms aims are for reducing inequality and improving life chances for everybody who lives, works, learns or uses their leisure time in the borough.**

**The statement is set out below:**

The diversity of our community is one of our most valued assets. Strong communities will thrive and prosper if individuals and groups are treated fairly, with respect, and given access to rights and services. Our aim is to create an environment where this is possible and to put equality and diversity at the heart of everything we do.

We will promote equality and diversity by:

- Building values of mutual respect where individuals have a sense of belonging and where individuals are encouraged to participate and gain full access to services to which they are entitled.
- Recognising that some individuals and certain communities are particularly disadvantaged and will require extra recognition and support to deal with their disadvantages.

Our aims are:

- To improve the quality of life by improving access to services and by reducing gaps in health, employment, education attainment and community safety – particularly with those most affected.
- To improve social cohesion by promoting positive relationships and a sense of community and belonging - by reducing fear and tensions – particularly around race issues, - by promoting a vision in which individuals, groups and communities are properly valued.
- To promote citizenship rights and responsibilities. We will do this by ensuring that the Council does all it should in providing real leadership and compliance with its duties and by encouraging its partners, particularly in the public sector to do likewise. We will also do this by acting to protect the rights of individuals and groups by ensuring that abuse, mistreatment or discrimination is recognised and properly dealt with.
- To promote a workforce which understands and is committed to achieving these goals and retains the confidence of our local communities.

To deliver this vision we have created a single coherent framework to address all equality and diversity issues and have developed a corporate equalities action plan in order to communicate our intentions and to drive change.

Our policies and plans will be reviewed regularly in order to target effort and resources where it is most needed.

### **3. KEY FACTS ABOUT SOUTHWARK'S COMMUNITIES.**

Southwark has a growing population. In the period 2000 -2001, 12% of the population (28,000) migrated into the borough. 18% (5040) of these people came from abroad.

There is growth in the number of children aged 5-19, and of adults in the 30-59 age group. Over the next ten years, the population will remain relatively young and is likely to increase further.

The number of people aged 60 and over has been falling.

The size of households has increased.

The national average figure for the population who may identify themselves as lesbian, gay or bisexual is 6%, and may be higher for inner city areas such as Southwark.

In the 2001 Census, the population from Black and Minority Ethnic backgrounds was 37%. The largest minority population is Black African, followed by Black Caribbean. A higher proportion of the Black African population is aged under 15.

There is not an even spread across the borough in ethnic composition. So, for example, the Black and Minority Ethnic population in Peckham is 75%. In Dulwich this drops to 25%.

Over 100 languages are spoken by pupils in Southwark schools, and in 2003-4 the highest demand for interpretation came from people who spoke Vietnamese, French, Spanish and Chinese.

In the 2001 Census, 66% of people identified themselves as Christian. Seven percent said they were Muslim. Nearly a fifth of Southwark's residents said they were of no faith. There are a number of other faiths reflected in the borough, including Bahai, Buddhism, Hinduism, Judaism, Rastafarian and Sikhism.

According to the national index of multiple deprivation, Southwark is the 21<sup>st</sup> most deprived borough in the country. Employment rates for Black and Minority Ethnic groups are 16% lower than for other groups.

Social rented housing makes up over half of all accommodation in Southwark, compared to the London average of just over a quarter.

There are differences in educational achievement related to gender and ethnicity. In 2004, achievement of 5+GCSE grades A-C was highest for those of African origin groups, and lowest for those of Caribbean origin. Girls outperformed boys and this pattern has existed for many years.

In terms of health, life expectancy for women in Southwark is improving and is close to the national average. For men, life expectancy has been falling and is now 2.7 years below the national average, although the long-term trend may be showing improvement.

The pattern of inequality related to age, income, gender and ethnicity is not split equally across the borough. The majority of the most deprived areas are within central Southwark from Walworth and Camberwell across to South Bermondsey and

Peckham. A number of groups in Southwark experience open discrimination and harassment. Despite levels reducing, Southwark is the 6<sup>th</sup> highest borough in London for race hate crime. For both domestic violence and homophobic crime, Southwark has the third highest rate in London.

The 2004 MORI residents survey identified that people feel differently about their communities in different parts of the borough. For example, in Dulwich, 78% of people agreed that people of different backgrounds get on well together. In Bermondsey that figure drops to 42%, and in Peckham it falls to 34%.

#### **4. THE COUNCIL'S EQUALITY SCHEME.**

**The Equality and Diversity agenda in Southwark is driven and overseen by the Executive.**

**An Executive member holds the portfolio for Equalities and regular meetings are held with him to inform policy development and to update on progress.**

**A Chief Officers Equalities sub-group, chaired by the Chief Executive, with representatives from each Department across the Council assists in policy development, embedding and mainstreaming across the organisation and reviewing progress of the EIA process.**

**A Strategic Reference Group (SRG) has recently been set up, consisting of members of the Equality and Diversity Panel (EDP: a Panel made up of local representatives who work in the equalities sector, and who provide the Council with expertise and scrutiny in the development of policy and the Equality Impact Assessment process,) and local BME leaders and business representatives.**

**The role of the SRG will be twofold: the original EDP membership will continue to oversee and offer expertise on operational matters, such as EIAs and the combined SRG will have strategic oversight of the Scheme and EIAs in addition to its wider role.**

**Both of these groups and many community groups and Southwark staff have been involved with and consulted with on the development of the new Scheme.**

As described earlier, Southwark has, in line with many other authorities, decided that our duties under the Race Relations (Amendment) Act 2000 (RR(A)A) should as far as practicable be extended to all those areas of where we can identify that there has been, or may still be, inequality or discrimination.

This approach is in keeping with that taken in the Council's Corporate Equalities Action Plan 2003-06, (the Plan) and has taken on board the views of the external Equality and Diversity Panel, who have advocated this approach both in the preparation of the Plan and in further policy development on Equality Impact Assessments and this Scheme itself.

Our extensive internal and external consultation during the preparation of this Scheme has indicated that there is strong support for this approach, and has identified a widely held local view that Southwark should be as inclusive as possible in how it delivers services and in its employment practices, and should endeavour to create parity of access and opportunity across disadvantaged groups in the borough. A report on the consultation undertaken to inform the Scheme is at **Annex 6**.

This approach is also consistent with likely future legislative requirements: the Disability Discrimination Act 2005, which the Council welcomes, comes into force in December/October? 2006. This Act places the Council under a similar General Duty, and more stringent specific duties than the RR(A)A, and similarly requires us to create a Disability Equalities Scheme. Current plans for the proposed Single Commission on Equalities and Human Rights include the proposal for gender anti-discrimination law along similar lines. Thus it is timely to anticipate these changes and incorporate our current and anticipated duties into one document, which will be reviewed at least annually, and certainly as our duties change when new laws are enacted.

Southwark's Equality Scheme therefore encompasses race and ethnicity, gender, disability, faith and belief, sexual orientation and age.

The Scheme also takes into account the recommendations made by Lord Ouseley in his review of the Council's Equality and Diversity framework. That review concluded that the Council's policy making processes are comprehensive and in line with best practice in local government. It also commended our innovative practice in community consultation, particularly with those with language and communication difficulties. However, the report identified areas for improvement in equalities training, and our EIAs, whilst being commended, need to incorporate more customer feedback so that we can assess and verify that we're making a real difference. We need to improve employment data on agency staff and contractors and take steps to improve representation of Black and Minority Ethnic staff and people with disabilities within our workforce. We will build on the work already being done on reaching and engaging all sections of the community, and ensure that equality and diversity is integral to decision making.

Southwark is mindful of its statutory duties under the RR(A)A, and thus this Scheme has been developed using the Commission for Racial Equality's (CRE) Assessment Template, so that we can be sure that we are attaining the required level of compliance under the RR(A)A. The requirements of the Race Relations (Amendment) Act 2000 govern the contents of this Scheme and set the standard for all the commitments contained in the Scheme.

The Race Relations (Amendment) Act 2000 places a number of duties upon us with regard to race equality. This scheme sets out how we will meet our legal requirements under both the General Duty under the Act, and under the Specific Duties that the Act places upon us.

## 5. THE GENERAL AND SPECIFIC DUTIES.

The **general duty** is as follows:

- To eliminate unlawful racial discrimination;
- To promote equality of opportunity, and;
- To promote good relations between people of different racial groups.

The **specific duties** are to produce a Race Equality Scheme that sets out our functions, services, policies or proposed policies which we have assessed as being relevant to our performance under the general duty set out above. The Scheme must also set out our arrangements for:

- Assessing and consulting on the likely impact of our proposed policies on the promotion of race equality

- Monitoring our policies for any adverse impact on the promotion of race equality
- Publishing the results of such assessments, consultation and monitoring;
- Ensuring that the public has access information and the services it provides;
- Training staff on the requirements of the General and Specific duties;
- Undertaking a review of the assessment of functions and policies for relevance to the General Duty.

In addition the Act places specific duties upon us in relation to employment. These are to monitor by racial origin the numbers of:

-staff in post

- applications for employment, training and promotion from each such group and the number of staff from each such group who:
  - receive training,
  - benefit from or are disadvantaged by performance appraisal procedures,
  - are involved in grievance procedures,
  - are the subject of disciplinary procedures,
  - leave the organization.

The results of monitoring must be published annually.

#### **ARRANGEMENTS FOR UNDERTAKING A REVIEW OF THE ASSESSMENT OF FUNCTIONS AND POLICIES FOR RELEVANCE TO THE GENERAL DUTY.**

As stated above, the RR(A)A requires us to state which of our functions services, policies and proposed policies we have assessed as being relevant to our performance in carrying out our General duty under s71(1) of the Race Relations Act 1976, as amended.

This information was published in accordance with the statutory deadline of 31 May 2005. The list of those functions, services, policies and proposed policies we have assessed for relevance is set in out in **Annex 1. (Relevance Schedule of Policies, Services and Functions)**. The CRE issued guidance on how to make this rating in relation to race, including using both statistical evidence and feedback from the community on their areas of concern. The Council has adopted this approach and applied it to all the aspects of potential discrimination.

The Schedule identifies that in carrying out our assessment we have considered our policies, proposed polices, services or functions in relation to all three aspects of the General Duty. It also details the evidence that we have relied on to produce the assessment, including research data, outcomes from the Equality Impact Assessment programme 2002-5, the independent review of the Council's Equality and Diversity Framework carried out by Lord Ouseley in the latter part of 2005-06, and the views of our independent external Equality and Diversity Panel and the wider community. The Schedule identifies which of our functions we have assessed as having high, medium, or low impact on the community.

Having assessed the relevance of our policies, the Act requires us to set out our arrangements for meeting our specific duties. These duties are set out above and the arrangements that the Council is making to meet each of these specific duties are addressed below:

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## **ARRANGEMENTS FOR ASSESSING THE LIKELY IMPACT OF OUR EXISTING AND PROPOSED POLICIES, SERVICE AND FUNCTIONS, ON THE PROMOTION OF RACE EQUALITY.**

Equality Impact Assessments (EIAs) are the tool which enables us to assess the impact of our policies, services and functions on any particular part of the community. In line with the first Race Equality Scheme published in 2002, the Council has prepared a three year programme of Impact Assessments, informed by the learning from the 2002-05 programme. **Annex 3** sets out this programme, which will ensure that the Council is meeting all three parts of the statutory duty.

The proposed programme of impact assessments for 2005-08 covers:

- New, existing and revised policies;
- New and Existing functions;
- New and existing services;
- Cross-cutting reviews where differential outcomes may result from the combined impact of a number of services.

**An Equality Impact Assessment (EIA) is a simple tool which allows us to determine whether a particular policy or service area meets the different parts of the General Duty. .**

It allows us to see whether a policy or service is equally accessible to all, whether it presents any barriers to specific communities and to take steps to put right any potential or actual adverse impact that the policy or service has on any community.

An EIA is carried out by those responsible for delivering the service or policy area. The assessment uses teamwork sessions which are at the start supported by staff from the Social Inclusion Service.

**There are three key stages to an assessment:**

<b>Stage One</b>	What impact do we think our policy or service has?
Stage Two	What does evidence (including consultation) tells us about the impact of our policy or service?
<u>Stage Three</u>	Developing an Action Plan and making the changes

At Stage 1, the team will examine what they think they are delivering and what impact they think the policy or service has in relation to different communities and equality issues. Stage one does not always necessarily involve the collection or analysis of data or other information.

At Stage 2 the team will use the information they have about the policy or service (including data about levels of service use by different communities or groups) from research, reviews, or consultations.

**At both stages, the team will have an opportunity to discuss:**

- What they deliver
- How it is delivered
- Who uses the service or policy
- Whether there are any barriers which prevent specific communities understanding the policy or having access to the service
- How they communicate with clients and the wider community

- Whether there are any differences in the patterns of complaints about the service.
- What data they collect and what this data is used for

**Where there is no detailed data about service take-up, complaints and outcomes, a significant recommendation of the assessment will be to introduce new data collection, which will provide answers to these questions in the future.**

Scrutiny and challenge to the process is provided by the EDP. Given the high number of EIAs due to be carried out over the coming three years, the EDP will be consulted to identify which EIAs they wish to prioritise for scrutiny and input.

**At Stage 3 the EIA gets translated into an action plan for delivery of the changes identified during the assessment. The action plan then forms part of the business unit's workplan for the year and progress against it is assessed within the routine performance appraisal scheme that exists throughout the Council. Progress, including identified risks, is also regularly reported to the Chief Officers Equalities sub-group**

The Council's guidance and template for undertaking Equality Impact Assessments is set out in full at **Annex 4: (Equality Impact Assessment Guidance and template)**. The guidance and templates have been subject to review over the 2002-05 programme of assessments. The Council has encouraged feedback on the user-friendliness of the templates, both from staff involved in assessments and from the EDP, so that we can learn from experience to continuously improve the process over the lifetime of the first Scheme, and to inform this Scheme.

In addition to conducting Equality Impact Assessments, with effect from September 2005, a Community Impact Statement will be attached to all Committee reports to the Executive, Scrutiny, and Community Councils. This will ensure that where any decision or requirement to note action that does not necessarily warrant an Equality Impact Assessment, the community effects will be noted and considered as part of the report.

#### **ARRANGEMENTS FOR CONSULTING ON THE LIKELY IMPACT OF OUR EXISTING AND PROPOSED POLICIES, SERVICE AND FUNCTIONS, ON THE PROMOTION OF RACE EQUALITY.**

A major focus of the Impact Assessment template is the consultation and scrutiny that forms an integral and essential part of the process. Consultation forms a part, but not the only part, of the evidence base upon which Impact Assessments are identified and which informs their outcomes.

Many service departments within the Council have an identified set of consultees with whom they work on a regular basis. However, the Council recognizes that differing styles and approaches may be required for different groups within the community. Innovative approaches are encouraged: so, for example, an exercise undertaken by the Housing Department to recruit and train community researchers from within the Bengali, Albanian and Somali communities who it had identified from an Impact Assessment were not accessing services, resulted in increased awareness within the community of service provided by the Housing department, and in a group of skilled community researchers being set up, to support future exercises.

The Council appreciates that consultation cannot be carried out on a "one size fits all" basis. It also understands that many communities may be "harder to reach" than

others: for example the local Traveller community, or the elderly Asian community is unlikely to attend a generic consultation exercise held at the Town Hall. In these circumstances an outreach approach would be encouraged, with consultation taking place on Travellers' sites, or at an Asian elders' lunch club, with an interpreter if required.

In order to encourage this approach, the Council has recently published guidance on consultation. This sets out best practice guidance in consulting with diverse communities with regard to Equality impact Assessments and more generally in the conduct of its business. The guidance is set out in full at **Annex 5** of this Scheme.

This guidance complements existing mechanisms that are already in place for consulting with the public. These include:

- A biennial Residents Survey carried out by MORI, of a representative sample of the borough's residents that allows us to track and identify trends in residents' satisfaction, perceptions priorities and concerns. This in turn informs future policy and resourcing decisions.
- A range of community of interest forums that are supported by the Council's Community Involvement and Development Unit (CIDU). These include: the Multi-Faith Forum, Refugee Forum, Anti-Homophobic Forum, Disability Forum, Somali Advisory Forum and Pensioners Forum.
- Specifically appointed workers to work with communities of interest to ensure that consultation with those communities can take place. Examples include bi-lingual Bengali and Somali speaking workers, a Lesbian, Gay Bisexual and Transgender worker based in CIDU, and a development worker for the Southwark Travellers Action Group. All these post holders work closely with those communities to facilitate dialogue and consultation with the council;
- A bi-monthly Council newspaper, sent to every home in the borough.
- Eight Community Councils across the borough, which provide a mechanism for consultation and for local people to make local decisions and to feed back on wider Council business;
- Eight Area Housing Forums, which allow for consultation on issues with a particular housing focus;
- Eight Community Forums;
- A Strategic Reference Group, made up of members of the BME Leaders Group and the EDP that is working in partnership with the Members Working Group to implement the recommendations of Lord Ouseley's review.
- The Council's website.

In addition to consultation with the public, there are a number of mechanisms for consulting with staff. These are currently, and will be continue to be, used during the life of the Scheme. They include the following:

- Fortnightly e-bulletin, sent to all staff and Members;

- Regular meetings between the Head of Personnel and Management Services, the Head of Social Policy and the newly formed Black and Minority Ethnic Staff Consultative Group.
- Monthly staff newspaper sent to all staff.
- Meetings with the newly formed LGBT Staff Consultative group (to be formally launched in October 2005).
- Regular meetings between the Head of Personnel and Management Services and the Trade Unions.
- During the course of consultation on this Scheme, seven generic staff consultation events were conducted, which 346 staff attended. Satisfaction rates (satisfied to excellent) for the events were 94%. In addition, special events were held with BME and LGBT staff consultative groups, with some 400 staff in total participating in the consultation events.
- The newly upgraded staff intranet, "The Source" will provide an opportunity for discussion/feedback on the Scheme and other equalities issues.

**ARRANGEMENTS FOR MONITORING OUR POLICIES FOR ANY ADVERSE IMPACT ON THE PROMOTION OF RACE EQUALITY.**

The Council is strengthening its arrangements for monitoring and assessing performance in delivering its responsibilities for equality and diversity, including securing community, user and staff feedback. The arrangements include a range of mechanisms, some internal, some external and independent, that will be used to monitor compliance with the Scheme.

In addition, and extending monitoring beyond the scope of the Scheme itself, the Schedule sets out the arrangements for monitoring implementation of the recommendations within Lord Ouseley's review, via the Strategic Reference Group and an Independent Audit Team from the Audit Commission.

The arrangements for monitoring are set out below.

<b>Structure</b>	<b>Role and frequency.</b>
Council Executive	<p>All reports to Executive to contain Community Impact statement incorporating equalities. Every executive meeting.</p> <p>Where an EIA has been completed, to be identified through audit trail in report. Every report on function, proposed/new policies and new services.</p> <p>Six monthly report on EIA programme – progress and outcomes. Half-yearly.</p> <p>Public Equalities Report. Annual Performance review of equalities targets</p>
Cross Party Working Party	<p>Leading on implementation of Lord Ouseley report recommendations –to address issues thematically and make recommendations to the Executive. Monthly.</p>
Executive Member - Equalities	<p>Lead portfolio-holder – meetings with senior officers. Monthly. Engagement in consultations and feedback sessions with community, users and staff. As required.</p>
Overview and Scrutiny Committee and Sub-committees	<p>Consider equality and diversity issues within the portfolio of the sub-committee, with overview through OSC. <b>Frequency?</b></p>
Chief Officer Equalities Sub-group	<p>Chaired by Chief Executive, oversees policy development and operational implementation of all equality and diversity related matters across the Council – monitor progress and outcomes of EIAs. Bi-monthly.</p>
Strategic Reference Group, incorporating the Equality and Diversity Panel and BME Leaders group	<p>Stakeholder body providing advice and challenge to the Council across the range of diversity dimensions – race, age, disability, gender, faith and sexual orientation. Bi-monthly meeting with Cross-Party Working Group. Testing scoping and outcome of Equality Impact Assessments –also to act as source of community intelligence on cohesion and community relations. Six-weekly.</p>
Independent Audit Team (Audit Commission)	<p>The Independent Audit Team, provided through the Audit Commission, will undertake a programme of ‘health checks’ of the Council’s implementation of Lord Ouseley review recommendations for the period to March 2006. They will assess both compliance with statutory duties and</p>

	adoption of national best practice. The reports will be public. <b>(Frequency?)</b>
BME Staff Consultative group and LGBT Staff Consultative Group	The BME staff consultative group is open to all BME staff across the Council. It meets regularly with senior managers, and provides advice on both human resource and service delivery issues. The group will prioritise those EIAs it wishes to monitor progress on over the new programme. A similar group is being established for LGBT staff.
Community Cohesion Reference Group	Under the umbrella of Southwark Alliance (LSP), the Council is a major partner in the reference group taking forward partnership policy and activity to strengthen community cohesion in the borough. Other partners include Southwark Police, Southwark Race and Equality Council, and the voluntary sector. Bi-monthly.

In addition to monitoring and reporting on the impact of our policies on the promotion of race equality via the above mechanisms, the Council has identified through the first programme of Race Equality Impact Assessments that we need to have a better understanding of the communities that are potentially affected by our actions. In order to achieve this, a new ethnic monitoring system has been developed that allows for more sophisticated information to be collected on Southwark's community.

The new system is being rolled out across the Council, starting with the Council's new Customer Service Centre. By April 2006 it should be operational across the entire Council.

This is particularly important in a borough such as Southwark, where we have seen quite dramatic changes in the make up of the borough over a relatively short period. For example, as stated earlier in this Scheme, we have seen the African population in Southwark rise from 7% to over 16% over the past ten years. Better monitoring of the population will allow us to make more informed decisions across a range of services, for example about key languages for translation and interpretation purposes and how to reach those communities who may feel marginalized from services. A recent example is the Somali community, who the Council has supported to set up a Somali Advisory Forum to improve information on, and access to, Council services.

The information on ethnic monitoring will be collected on a quarterly basis by relevant departments and will be reported on via the mechanisms detailed above.

## **PUBLISHING THE RESULTS OF SUCH ASSESSMENTS, CONSULTATION AND MONITORING**

The results of impact assessments, consultation and monitoring will be published in a variety of ways.

The half yearly reports to Executive will be available on the Council’s website and a “lay” summary will be compiled so that it has the widest possible coverage. The summary will include the results of assessments, details of consultation and progress in implementing recommendations. It will include ethnic monitoring data in relation to service delivery and employment data that we are required by law to monitor and publish.

The summary will be distributed to Chief Officers, members of the Chief Officers Equalities sub-group, members of the Cross-party Working group, and members of the Strategic Reference Group. The report will also be published on the Council’s website and on “The Source”, the Council’s new intranet system and distributed to staff via the e-bulletin.

Equality Impact Assessments will be made available on request to the wider public. All assessments will be held on the Council’s policy directory. Translated or large print/Braille summaries will be available on request.

In addition to the above, progress under the Scheme, including the results of impact assessments, consultation and monitoring will be communicated to the public via the Council’s magazine Southwark Life, other local media and the Council’s website. Ethnic and other minority press will be targeted in order to ensure wide coverage of progress under the Scheme to communities of interest.

The arrangements for publication are set out below:

Target audience	Publication	Frequency
Residents	Southwark Life and other local media. Annual Report Website access to all results Community Councils.	Monthly.  Annual.  As completed 6 monthly.
Community and Statutory Stakeholders	Annual Report Website access to all results Monitoring, consultation and EIA results on request Annual Policy Review to Strategic Reference Group Ouseley Working Group papers on website	Annual  As completed  As requested.  Annual  Approx 6 weekly.
Executive Members	Half-yearly performance reports to executive. Summary report. Results published on policy directory.	Annual Half-yearly Half yearly. As completed.
Members	Annual Policy Review Summary report. Annual Report Half-yearly reports to	Annual Half-yearly. Annual Half-yearly

	Executive Results published on policy directory Members bulletin.	As completed  Bi-monthly
Council staff	Summary report Website access to all results Results published on policy directory Updates via fortnightly corporate e-bulletin Updates via "The Source", including	Half-yearly.  As completed  As completed. As completed.

## **ENSURING THAT THE PUBLIC HAS ACCESS TO INFORMATION AND TO THE SERVICES IT PROVIDES**

Southwark's Improvement and Development programme, developed from the Customer Access Strategy, has customer access and information at its heart. The Council's approach is one where the customer is placed at the centre of service delivery, with the aim of providing more joined up services in a seamless way that means they can access a number of services with just one call or visit to the Council.

Current arrangements include:

- The development of a Customer Service Centre (CSC), dealing initially with calls formerly dealt with by Housing repairs and our Environmental Call Centre. The CSC will ultimately deal with all initial queries to the Council and resolve those it can in the single interaction, whilst referring on others to relevant Departments for specialist service demands, as appropriate.
- The opening of a One Stop Shop (OSS) in Bermondsey, as part of the Council's Face-to-Face Strategy. The Service provides a full one-stop service to telephone and face-to-face callers. Another OSS in Peckham is scheduled to open later this year.
- A review of the Council's Translation and Interpretation policy, resulting in a full range of interpreting, translation and services for people with communication difficulties. This service is available at all Council offices, either face to face or by telephone.
- A bi-monthly Council newspaper, delivered to all residents within the borough.

- Training to front-line managers and staff, that embeds equalities into all aspects of customer care.
- Information on services on the Council's website.
- Support of community of interest forums, ensuring that those communities that have traditionally been "harder to reach" have access to Council services.
- The development of new community of interest forums, e.g. the Somali Advisory Forum, which provides direct access for that community to Council officers to raise areas of concern and to be informed of Council services.

## **TRAINING STAFF ON THE REQUIREMENTS OF THE GENERAL AND SPECIFIC DUTIES**

**The Council is committed to ensuring that appropriate training is delivered at all levels within the Council, both to Members and officers, and that the training is appropriate to respective roles. Where staff are responsible for specific duties within the Scheme, they will receive appropriate training to help them deliver these.**

**The staff and public consultation events produced a wealth of feedback about training, learning and development, both from a service delivery perspective and a career development perspective. Those views will be taken into account by the Head of Organisational Development in the development of the Training Plan referred to below.**

**All corporate training is currently quality assured for compliance with equalities legislation and principles and is subject to regular monitoring. Monitoring of training take-up suggests representative attendance of BEM staff on CLD courses (47%) and a higher proportion (52%) take up of Council supported management courses.**

**During 2005-6 a comprehensive E-Learning package on the Race Relations (Amendment) Act is being rolled out across the Council. Initial priority has been given to Members and senior/middle managers, in line with Lord Ouseley's recommendation. The training will allow specific identification of training needs so that further bespoke training can be commissioned as needed.**

**The Council has developed areas of good practice in equalities training in some of its services. For example, a mentoring scheme for BME staff is being developed in Children's Services and a range of culturally specific training around service provision in Adults Services is already in place. However, we want to ensure all departments are addressing training needs equally and in the next few months dedicated resources will be used to carry out an audit of equalities training to inform a council-wide training needs analysis and future training plans. Progress on this will be reported to the Cross-Party Ouseley Working Group in September 2005.**

**The Organisational Development Unit is currently assessing a number of potential new providers to deliver additional training on race and diversity awareness. A revised list of providers will be in place by October 05.**

**The Council promotes and shares good practice through its Learning Days. An exercise promoting awareness of discrimination among senior managers will be the subject of the September Learning Day.**

**A pilot with Southwark College to provide improve literacy and numeracy skills workers in front line services (Housing and Environment) began in June 2005. The aim is to both improve the services and provide staff with additional opportunities and skills to support them at work and to enhance career opportunities.**

**The Council is developing an apprenticeship scheme for 2005/06. Working with Job Centre Plus and Connexions the scheme is targeted at 16– 24 year old young people. The scheme will support the Council’s aims of developing a workforce to reflect the local community and of supporting young people in to employment. This initiative is one which was positively welcomed by consultees to the Scheme consultation event hosted by Southwark Race and Equalities Council.**

**The Council is also making good progress on a number of initiatives including talent management, ‘grow your own’ and the Accelerated Development Initiative – all which aim to promote and develop our BME staff and to help them progress their careers with the Council and elsewhere. Planning for pilots is underway and it is anticipated that two services will be trialling the scheme by October 05.**

**The learning from the Community Cohesion Pathfinder programme will continue to feed into the corporate programme and in to training for Members. The toolkit for dealing with racism, which has emerged from that programme, has been well received by staff, particularly those who encounter racism in their day to day duties, such as the Community Warden service. The “How to...build Community Cohesion” toolkit is currently being used across the Council to raise awareness and confidence in relation to community cohesion and this will continue.**

**Training which is currently underway, for example Induction for New Managers, which has specific modules on equalities and human rights, will be further developed and enhanced over the coming year to facilitate more in-depth learning, the evaluation of outcomes and monitoring of compliance.**

**Lord Ouseley further recommended use of specific tools (eg 360°) to assess performance on the equality and diversity agenda (especially by key managers) and approaches to overcome shortcomings. Appropriate tools will be researched in order to obtain critical feedback on performance and their suitability. Also the Council’s review on internal communications will produce a range of mechanisms whereby top-down communication is made more effective and bottom-up and lateral communication becomes a common feature of organisational dialogue.**

## **6. EMPLOYMENT DUTIES**

**The Race Relations (Amendment) Act places a duty upon public authorities to monitor, by reference to the racial groups to which they belong, the numbers of:**

- Staff in post

- Applicants for employment, training and promotion from each such group, and the numbers of staff from each group who:
  - Receive training
  - Benefit or suffer detriment as a result of its performance assessment procedures
  - Are involved in grievance procedures
  - Are the subject of disciplinary procedures
  - Cease employment with the organisation

**The Council collects, analyses and publishes this information annually. This responsibility falls to the Head of Human Resources. The reporting cycle means the data & analysis are prepared in June with publication in July / August. The data for the year 2003-4 is available on the Council's website. The data for 2004-5 is in the process of collation. The majority of data is derived from the Council's HR/Payroll system (SAP) but some notable information (disciplinary and grievances) is collected manually on a regular cycle.**

Reports on the data and the findings are submitted to the Council's Chief Officer Team including recommendations for any corrective action if adverse impact is established. Action approved is incorporated into the Council's workforce plan and into divisional business plans. Corporate action identified is included in the Corporate Equalities Action plan.

Additionally the Council surveys its staff regularly (a staff survey is carried out at a minimum of every 2 years) specifically questioning perception around equality policy and practice. The results of the survey allow focus on activity and the identification of blockages.

A new project has been established to introduce a training module (including self-service) to the suite of SAP functionality. This will improve the quality and quantity of training data collected.

Statistical data and analysis is subject to consultation with the Trade Unions, and developing to include the BME consultative group. As other support groups develop, their involvement in the key area will become established. This will allow challenge to assumptions and the identification of new approaches to meet the Council's targets.

Specific areas for targeted activity identified are:

- to improve the proportion of women and BME senior staff
- to increase the number of disabled staff employed by the Council

This results in a range of activity for the HR team and line management, with the aim of encouraging more innovation in recruitment and better career management so talent can be nurtured. Target setting and monitoring is captured with the Council's Best Value Performance Indicators.

**Lord Ouseley's report echoed a number of recommendations in relation to human resources. He also had particular recommendations relating to, eg, broadening the analysis of staffing data to include out-sourced services, agency staff, & capture a wider profile (eg LGTB, faith), and to scrutinise trends more thoroughly (disciplinary, recruitment) with the facility for faster corrective action. Lord Ouseley's recommendations have been taken on board and will be overseen by the cross party Members Working Group that has been set up to steer implementation of Lord Ouseley's recommendations.**

## 7. PROCUREMENT

**Where the Council is not directly providing services, but has contracted them out to an external company, this still counts as a public function and we are still responsible for ensuring that the general and specific duties are met**

**The Council has a number of contracts covering a wide range of services, and service providers range from large multi-national companies to small, local providers.**

The Council has adopted the CRE model contract clauses on equalities published in 2002. The Council's Strategic Procurement Unit is a member of the Local Authorities Employer's body set up to develop standards across local authorities and is seeking to adopt best practice.

The Unit carries out robust equal opportunity assessments on all companies applying for council contracts. As a result of the recent recommendations in the Lord Ouseley report the Unit is looking at ensuring adequate measurement of ethnic monitoring of suppliers.

A Market Development Action Group was set up in October 2004 to support the local BME and SME community by working with business support organisations to help companies become 'fit to compete' for contracts. The group has already received a report on analysis of our recent suppliers. The next phase of this project will include a database to record similar information to enable development of a more diverse supplier base. This action has been supported by procurement roadshows to raise awareness about contracts and promoting advice and training for local businesses including SME and BME businesses.

A revised procurement strategy was rolled out across the Council during Autumn 2004. A number of roadshows were held with staff from across the Council to familiarize them with the strategy. Specific modules on equalities were included within the roadshow, to ensure that all staff were aware of the relevance of the Race relations (Amendment) Act to the procurement process.

An equality impact assessment of the procurement function is planned for 2005-06, to ensure compliance with all legal and regulatory requirements.

## 8. PARTNERSHIP

**The same principle that applies to procurement applies to partnership working. Therefore local authorities should take into account their general duty when they work with other public, private and voluntary sector organisations. In practice this means that they need to be satisfied that arrangements for planning and joint work meet statutory duties. The Council has been working with the Police and the Primary Care Trust to ensure a consistent approach to equalities planning and impact assessments. The recent operational integration of the Social Services Department and the PCT, forming a Social Care and Health service, will strengthen this joint working.**

**There is a range of partnerships within Southwark, within which the Council plays a lead role. These include areas such as education, health, youth, community cohesion, regeneration and crime.**

**The Local Strategic Partnership, Southwark Alliance, brings together the numerous partnerships within the borough. The partnership is made up of representatives of the statutory, voluntary and community, business and faith sectors within the borough.**

The Community Strategy and the Neighbourhood Renewal Strategy both include the need to tackle discrimination and promote community cohesion. The Council is a lead partner in implementing the forward plan arising out of the Home Office Community Cohesion Pathfinder programme, and this has been mainstreamed within the Social Inclusion Division of the Council. Theme specific partnership plans, e.g. children's services, health improvement, crime and disorder, hate crime and domestic violence all explicitly address areas which have high impact on BME communities. These Plans will be equality impact assessed during the lifetime of this Scheme.

**The draft Community Strategy, which is currently subject to widespread community consultation by the Alliance and which sets out Southwark's vision for 2016, will be subject to an Equality Impact Assessment during its development.**

**Ensuring the general duty is met in partnership working is a role that will be fulfilled by the Council's Social Inclusion Division which will have broad responsibility for overseeing compliance as part of its remit for supporting partnerships. Partnerships will also be subject to equality Impact Assessments during the life of this Scheme.**

## 9. SCHOOLS AND EDUCATION.

The duties under the RR(A)A apply largely to the Education Authority as to all other Council departments. (There are exceptions: schools for example are not required to carry out a review every three years). However schools do have a duty to prepare and maintain a Race Equality Policy, and fulfil the duties and arrangements that are set out in the Policy. In practice this means schools, colleges and universities should be able to demonstrate:

- How the review and maintenance of their Policy is built into their action plans;
- How progress in meeting the commitments set out in their Policy will be measured;
- How actions, past and present, will result in positive outcomes such as raising attainment levels of pupils from different racial groups, reducing disparities in exclusion rates, improving equality in admissions and participation in FE and HE institutions and better recruitment and retention of staff.

The duty to monitor staff by reference to their racial group remains with the Council. This is the case even where the school is the employer, for example if it is voluntary aided.

A number of Equality Impact Assessments are scheduled for the Education service over the lifetime of the new Scheme. These include assessments looking at differential attainment rates of certain BME children, attendance and exclusion and special needs.

The Education Development Plan and the Ethnic Minority Achievement Plan each has specific targets for improvement.

The Education Department, recently brought back “in house” will ensure that all schools have Equality Plans in place, and will take steps to ensure that schools are implementing their Plans. They will collect data on pupil attainment, admissions and exclusions to inform Equality Impact Assessments to address any inequalities in outcomes.

The Education Department will also collect data on staff, in line with the specific employment duty set out earlier in this document, and ensure that this information is published within the Council’s employment data publication cycle.

## 10. REVIEW OF THIS SCHEME.

The Council is not under a legal duty to review its Equality Scheme: the duty extends only as far as reviewing the Schedule of Relevance of Policies, Services and Functions. However, feedback, particularly from the external Equality and Diversity Panel has suggested that an annual review of the Scheme would be helpful, in that it would allow us to make appropriate amendments as legislation or Council policy develops, and would ensure that this Scheme is retained as a living document.

The Scheme will therefore be reviewed on an annual basis, in partnership with the newly formed Strategic Reference Group and outcomes will be reported to the Executive.

**SOUTHWARK EQUALITY SCHEME 2005-2008**

**ANNEX 1: RELEVANCE SCHEDULE OF POLICIES, SERVICES AND FUNCTIONS**

**(Incorporating the requirements under the General Statutory Duty s71 (1) of the Race Relations Act 1976, as amended)**

**Published 31<sup>st</sup> May 2005**

## 1. INTRODUCTION

1.1 This Schedule forms part of Southwark's Equality Scheme 2005-2008. The full Scheme sets out the Council's overall approach to and policy framework for Equality and Diversity. Annex 2 sets out the Equality Impact Assessments undertaken between 2002 and 2005, and Annex 3 contains the proposed programme of formal Equality Impact Assessments for the period 2005 to 2008.

## 2. SOUTHWARK'S EQUALITY AND DIVERSITY POLICY

2.2 It is Southwark's policy to address discrimination related to race and ethnicity, faith, gender, disability, age, and sexuality. Our Equality and Diversity Policy statement sets out our aims.

**The diversity of our community is one of our most valued assets. Strong communities will thrive and prosper if individuals and groups are treated fairly, with respect, and given access to rights and services. Our aim is to create an environment where this is possible and to put equality and diversity at the heart of everything we do.**

**We will promote equality and diversity by:**

- **Building values of mutual respect where individuals have a sense of belonging and where individuals are encouraged to participate and gain full access to services to which they are entitled.**
- **Recognising that some individuals and certain communities are particularly disadvantaged and will require extra recognition and support to deal with their disadvantages.**

**Our aims are:**

- **To improve the quality of life** by improving access to services and by reducing gaps in health, employment, education attainment and community safety – particularly with those most affected.
- **To improve social cohesion** by promoting positive relationships and a sense of community and belonging - by reducing fear and tensions – particularly around race, faith and generational issues, - by promoting a vision in which individuals, groups and communities are properly valued.

- **To promote citizenship rights and responsibilities.** We will do this by ensuring that the Council does all it should in providing real leadership and compliance with its duties and by encouraging its partners, particularly in the public sector to do likewise. We will also do this by acting to protect the rights of individuals and groups by ensuring that abuse, mistreatment or discrimination is recognised and properly dealt with.
- **To promote a workforce** which understands and is committed to achieving these goals and retains the confidence of our local communities.

*To deliver this vision we have created a single coherent framework to address all equality and diversity issues and have developed a corporate equalities action plan in order to communicate our intentions and to drive change.*

Our policies and plans will be reviewed regularly in order to target effort and resources where it is most needed.

### **3. MEETING OUR GENERAL DUTY UNDER THE RACE RELATIONS ACT 1976**

3.1 This Schedule of Policies, Services and Functions is published as part of complying with the Council's general duty (s71 (1)) under the Race Relations Act 1976, as amended. It identifies the extent to which any policy, proposed policy, service or function is relevant to race equality specifically and to the broader range of equalities more generally.

3.2 In determining relevance, we have considered our policies, functions and services in relation to all three aspects of the general duty:

- To eliminate unlawful discrimination
- To promote equality of opportunity
- To promote good race relations.

3.3 In determining relevance, the Council has taken account of the following evidence:

- The most recent statistical analysis of the population of the borough, including the most recent performance on targets and quality of life outcome measures where these can be linked to race and / or other equality factors
- Research and other national and local analyses that identify where policy and practice may result in differential impact

- The outcome of the Equality Impact Assessment programme for 2002-2008
- The independent review by Lord Ouseley into the Council's Equality and Diversity Framework that reported in March 2005.
- The views of our external community stakeholder Equality and Diversity Panel and feedback from resident and community of interest forums (this is ongoing as part of our full review of the Scheme).

3.4 We have identified our policies, functions and services in relation to the three levels of relevance set out in CRE guidance, and have allocated our policies, services and functions to the level where at least two of the three criteria apply.

<b>RELEVANCE RATING</b>	<b>CRITERIA (as set out in CRE guidance)</b>	<b>MOST LIKELY CHARACTERISTICS OF POLICIES, SERVICES AND FUNCTIONS</b>
HIGH	<ul style="list-style-type: none"> <li>• The function is relevant to all or most parts of the general duty</li> <li>• There is substantial evidence that some racial and other groups are (or could be) differentially affected by the function</li> <li>• There is substantial public concern about the function</li> </ul>	<ul style="list-style-type: none"> <li>• Front line / outward facing services that exercise considerable power / influence over groups or individuals daily lives</li> <li>• Strategic policy functions that set the framework and priorities for the delivery of services that have a high level of relevance</li> </ul>
MEDIUM	<ul style="list-style-type: none"> <li>• The function is relevant to most parts of the general duty</li> <li>• There is some evidence that some racial and other groups are (or could be) differentially affected</li> <li>• There is some public concern about the function</li> </ul>	<ul style="list-style-type: none"> <li>• Frontline services with day to day or occasional contact with residents but where there is more limited scope for or evidence of differential treatment</li> <li>• Strategic functions and policies that may indirectly influence how different groups are treated</li> </ul>
LOW	<ul style="list-style-type: none"> <li>• All other policies, services and functions</li> </ul>	<ul style="list-style-type: none"> <li>• Back-office support functions supporting other Council services</li> <li>• Direct service delivery when there is almost no scope for differential treatment</li> </ul>

#### 4. SCHEDULE OF STRATEGIES, POLICIES AND PLANS

4.1 This schedule sets out the range of strategies and policies that underpin the Council's community leadership and service delivery functions. Increasingly, long-term strategies and policy frameworks are the responsibility of partnership bodies, on which the Council is a lead partner.

4.2 The schedule sets out each policy by the lead commissioning partnership, Council department or service. The schedule of policies is maintained and regularly updated by the Council's Policy and Performance Unit. The Council has formal guidance for policy authors on Equality Impact assessing both new policies and revisions of existing policies.

##### Partnership strategies and policies - existing and planned

Strategy or Policy	Coverage	Decision-making body	When reviewed	Lead service/function	Relevance Rating
Community Strategy 2002-2006	Set 4 year partnership vision for borough, with key targets and priorities for improving the quality of life for those who live, work and visit the borough	Southwark Alliance (LSP) Council Assembly	Subject to review 2005 – new Strategy to be approved by 31 <sup>st</sup> March 2006	Strategy and Performance Division (SI)	HIGH
Community Strategy 2006-2010 (in development)	Will set out a revised 10 year vision and priorities for the borough	Southwark Alliance Council Assembly	In development -to be agreed by 31 <sup>st</sup> March 2006	Strategy and Performance (SI)	HIGH
Employment Strategy	Sets out partnership targets and priorities for improving access to employment for Southwark residents, with focus on those hard to place	Southwark Alliance Council Assembly	Revised 2005	Regeneration (Economic Development)	HIGH
Enterprise Strategy	Sets out partnership ambitions for strengthening and supporting enterprise in the borough	Southwark Alliance Council Assembly	Revised 2005	Regeneration (Economic Development)	HIGH
Neighbourhood	Sets out partnership priorities for	Southwark Alliance	To be revised when	Strategy and	HIGH

Renewal Strategy	closing the quality of life gap of the most deprived neighbourhoods	Council Assembly	have new Community Strategy in 2006	Performance (SI)	
Priority Neighbourhood Plans	Sets out priorities and interventions to improve quality of life of people living in other deprived neighbourhoods	Southwark Alliance	Revised every two years	Regeneration	HIGH
Aylesbury New Deal for Communities Delivery Plan 2000-2010	Sets out targets, priorities and actions to improve the quality of life for people living on the Aylesbury Estate	NDC Board	Reviewed annually	Regeneration	HIGH
Elephant Links SRB Delivery Plan	Sets out targets, priorities and actions to improve the quality of life for people living in the Elephant and Castle area	EL SRB Board	2005/6 is final year of 7 year programme	Regeneration	HIGH
South Bermondsey Neighbourhood Management Pathfinder Plan	Sets out targets, priorities and actions to improve quality of life of people living in the South Bermondsey neighbourhood	SBNP Board	Adopted December 2004	Regeneration	HIGH
Young Southwark	Pre-cursor to full statutory Children and Young People's Plan.	Children and Young People's Strategic Partnership Board	To be adopted September 2005	Children's Services	
Children and Young People's Plan	Covers all services for children and young people, requirement under S 17 of Children Act 2004. Replace a number of education and social care plans	Children and Young People's Strategic Partnership Board Council Assembly	In development – September 2006	Children's Services	HIGH
Early Years & Child-care Development Plan and Children's Centres strategy	Review of how childcare and early years services may be reconfigured to give Southwark children best start in life	Children and Young People's Strategic Partnership Board	Under review as part of Children and Young People's Plan	Education	HIGH
Crime and Drugs Strategy 2005-2008	Sets out the framework, principles, partnership targets and priorities for	Safer Southwark Partnership	Reviewed 2004/5 – new strategy	Strategy and Performance	HIGH

	addressing and reducing crime and reducing use of drugs ,including: <ul style="list-style-type: none"> <li>• Anti-Social Behaviour</li> <li>• Hate crime and Domestic Violence</li> <li>• Serious and Violent Crime</li> <li>• Youth Crime</li> <li>• Treatment Plan</li> <li>• Young People's Substance Misuse Plan</li> </ul>	Children and Young Strategic People's Partnership Board Council Assembly	adopted May 2005 – updated annually	(Community Safety)	
Youth Justice Plan	Sets out policy and intervention programme to tackle youth crime	Safer Southwark Partnership Children and Young People's Partnership Board Council Assembly	Annually	Youth Offending Team	HIGH
Carers Strategy	Sets out policy and support arrangements for all unpaid carers of vulnerable adults and children with disabilities, including young carers	Health and Social Care partnership Boards	May 2005	Adults Health and Social Care	HIGH
Older People's Strategy	In development – set out priorities for whole system approach to improving outcomes for older people	Older People's Partnership Board	Spring 2006	Adult Health and Social Care	HIGH
School Organisation Plan 2003-2008	This provides the context for the LEA to undertake its school place planning responsibilities, setting out general policy and principles to be followed.	School Organisation Committee Council Assembly	At least every three years.	Education Management Services (Property)	MEDIUM

**Council strategies and policies – Strategic Services (corporate) – existing and planned**

<b>Strategy or Policy</b>	<b>Coverage</b>	<b>Decision-making body</b>	<b>When reviewed</b>	<b>Lead service/function</b>	<b>Relevance rating</b>
Corporate Plan 2005- 2008	Overall Council Business Plan setting out Council's contribution to Community Strategy, policy, resourcing and investment priorities and key internal processes, with targets and actions	Council Assembly	Annually – next update February 2005	Strategy and Performance (Policy and Performance)	HIGH
Customer Access Strategy	Draws together framework for improving customer access including initiating the Customer Access centre, One Stop Shop and Translation and Interpretation policy	Executive	Under development	Improvement and Development (Modernisation Team)	HIGH
Corporate Equalities Action Plan 2003-2006	Sets out policy on equality, diversity and cohesion and strategic actions to implement that policy and meeting the Equalities Standard	Executive	Every three years	Strategy and Performance (Social Inclusion)	HIGH
Southwark Equality Scheme 2005-2008	Sets out the arrangements for meeting RRA 1976 general duty and extends to other equalities – age, faith, disabilities, gender, sexuality	Executive	Revisions of RES 2002-2005 in development – to be completed by July 2005	Strategy and Performance (Social Inclusion)	HIGH
Travellers Strategy	Sets out priorities for meeting needs of Southwark's traveller community	Executive	New policy – Autumn 2005	Strategy and Performance (Social Inclusion)	HIGH
Refugee Strategy	Sets out priorities for meeting needs of Southwark's refugee community	Executive	New policy –Autumn 2005	Strategy and Performance (Social Inclusion)	HIGH

Voluntary sector policies and commissioning plans	Sets out priorities and criteria for funding the voluntary sector	Executive and Individual Member Decision	Annually	Strategy and Performance (Social Inclusion) with departments	HIGH
Communications Strategy	Sets out Council approach to communicating with residents and other stakeholders	Executive	Adopted 2003	Strategy and Performance (Communications)	HIGH
Complaints Policy	Sets out Council's policy and arrangements for handling complaints	Individual Member Decision	Being revised 2005	Strategy and Performance (Policy and Performance)	HIGH
Procurement Strategy	Sets out formal framework for how the Council will procure services from external providers	Executive	Adopted 2004	Strategy and Performance (Procurement)	MEDIUM
Human Resources and Organisational Development strategy	Sets out the Council's aims regarding workforce and plans to achieve them.	Chief Officer Team	5 year plan – reviewed annually	Improvement & Development (Human Resources & Organisational Development)	MEDIUM

**Council strategies and policies – Education and Children's Services – existing and planned**

<b>Strategy or Policy</b>	<b>Coverage</b>	<b>Decision-making body</b>	<b>When reviewed</b>	<b>Lead service/function</b>	<b>Relevance Rating</b>
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Education Development Plan	This sets out the main national priorities for the LEA for all pupils and teachers in educational establishments	Executive	Annually	Achievement & Improvement	HIGH
Primary Strategy	Sets out how Southwark LEA aims to raise levels of achievement and attainment in primary schools	Executive	Annually	Achievement & Improvement	HIGH
Secondary Strategy – A vision for Southwark Secondary Schools	Sets out future education plans for secondary schools for raising attainment, and developing cultural and learning opportunities	Executive	Annually	Achievement and Improvement	HIGH
Southwark Youth Strategy	Outlines the strategy for the development of the Youth Service and links to the Connexions and 14-19 developments	Executive	Annually	Youth and Connexions	HIGH
14-19 Strategy	New strategy, to address educational needs particularly of 16+ group and cross-borough links	July submission to Secretary of State	Annually	Achievement and Improvement	HIGH
Inclusion Strategy 'Building Inclusive Schooling in Southwark'	Sets out the changes for both mainstream and special schools to enable special needs pupils to attend mainstream school	Executive	Annually	Access and Inclusion	HIGH
Special Educational Needs Review and Action Plan	Review of all SEN policies and procedures plus action plan to implement recommendations	Executive	Annually	Access and Inclusion	HIGH
School Attendance	Strategic framework to improve	Executive	Annually	Access and	HIGH

Support Strategy (will become Attendance Action Plan after review)	attendance and punctuality and reduce absence			Inclusion (EWAS)	
Behaviour Support Plan	Focuses on strategies for supporting behaviour and inclusive education linking with EDP, and the Primary and Secondary Strategies	Executive	Annually	Access and Inclusion	HIGH
Pupil Transport Policy	Sets out eligibility for travel assistance for primary and secondary pupils	Executive	Under review in light of Mayor's free travel scheme for under 16s.	Access and Inclusion (Pupil Benefits)	MEDIUM
Asset management Plan (Education)	Strategic framework for managing education buildings to assist in raising achievement	Executive	Annually	Management Services (Property)	LOW
Scheme for Financing Schools (formerly the LMS Scheme).	Sets the financial relationship between LEA and its schools and the framework for resourcing schools and the LEA	Executive	Annually	Management Services (Education Finance)	LOW

#### Council strategies and policies – Environment and Leisure – existing and planned

Strategy or Policy	Coverage	Decision-making body	When reviewed	Lead service/function	Relevance Rating
Southwark @ Centre (Cultural Strategy)	Sets out vision and role of arts, culture and heritage with	Executive	Agreed 2004 – review 2008	Environment & Leisure	HIGH

	Southwark, including contribution to Community Strategy objectives				
Licensing Statement of Policy	Policy setting out criteria and processes for issuing licences	Council Assembly	Agreed 2004 – review 2007	Environmental Health	HIGH
Libraries Annual Position Statement	Statutory- to be replaced by Library Impact Measures and Standards document	TBA	To be agreed 2005	Libraries and Life-Long Learning	MEDIUM
Events Policy	Policy and principles for the Council's events programme and processes for effective organisations	Executive	To be agreed 2005	Culture	MEDIUM
Parks and Public Places policy	Strategy for the provision, design, animation and maintenance of parks and public spaces	Executive	To be agreed 2005	Parks Service	MEDIUM
Physical Activity Strategy	Policy and priorities for promotion of a healthy and physically active population	Executive	To be agreed 2005	Sports service	MEDIUM
Waste Management Strategy	Policy and priorities for managing the borough's waste, including recycling, now and in future	Executive	Adopted 2004, review 2010	Waste Management	MEDIUM
Sustainability Strategy	Council's priorities and approaches to sustainability	Executive	Agreed 2004 – annual update	Environment & Leisure	LOW
Air Quality Strategy and Improvement Plan	How Council measures air quality and priorities for improving quality	Council Assembly	Agreed 2003 with annual progress report to DEFRA	Environmental Health	LOW

### Council Strategies and policies – Housing – existing and planned

Strategy or Policy	Coverage	Decision-making body	When reviewed	Lead service/function	Relevance Rating
Housing Strategy 2005-2010	Sets out overall priorities for the provision of housing, affecting all	Council Assembly	To be adopted 2005	Housing Strategy & Regeneration	HIGH

	tenures and equalities groups				
Allocations Policy	Sets out arrangements for allocating Council properties – full impact assessment undertaken	Executive	Agreed November 2004	Community Housing Services	HIGH
Homelessness Strategy 2003-6	Sets out programme to reduce or prevent homelessness in line with ODMP policy	Individual Member Decision	Under review, will be incorporated into new Housing Strategy	Community Housing Services	HIGH
Supporting People five year strategy	Sets framework and forward plan for commissioning and delivery of housing services to vulnerable people	Individual Member Decision	Agreed March 2005	Community Housing Service	HIGH
Anti-Social Behaviour Policy and procedures for housing	Sets out statutory requirement for housing in terms of dealing with ASB – linked to Crime and Drugs strategy	SMT	Reviewed as part of overall Crime and Drugs Strategy	Housing Management	HIGH
Housing Domestic Violence Policy	Defines Council's approach to deliver housing services to victims of domestic violence	Executive	May 2005	Community Housing Service	HIGH
Tenant Compact	Sets out framework for how Council engages with its tenants and leaseholders	Executive	<b>June 2001 – review ongoing</b>	Housing Management	HIGH
Private Housing Renewal Policy	Arrangements to promote improvements for private sector housing	Executive	February 2005	Housing Strategy and Regeneration	MEDIUM
Housing Management Policies	Sets out how Council undertakes its landlord functions	Executive	2004	Housing Management	MEDIUM
Leasehold Management Policies	Sets out how Council undertakes its leaseholder functions	Executive and Individual member Decision	Various dates	Housing Management	MEDIUM

### Council strategies and policies – Regeneration – existing and planned

Strategy or Policy	Coverage	Decision-making body	When reviewed	Lead service/function	Relevance Rating
Southwark Plan (UDP) and supplementary planning guidance	Sets out policies and proposals for use and development of land throughout the borough	Council Assembly	1995 plan under review since 2000 and due for adoption 2006 – will be kept under continuous review	Planning Policy	HIGH
Statement of Community Involvement regarding planning and transport	Sets out standards and procedures for consultation on planning matters	Executive	New statutory requirement – to be kept under review as part of new planning system	Planning Policy	HIGH
Section 106 strategy	Sets out policy for using Section 106 resources for community benefit	Executive	New strategy to be finalised June 2005	Economic Development	HIGH
Local Implementation Plan - LIP (transport)	Sets out 5 year investment programme in transport as framework for bidding to TfL for resources – incorporating: <ul style="list-style-type: none"> <li>• Road safety</li> <li>• School travel</li> <li>• Cycling</li> <li>• Walking</li> <li>• Parking Enforcement</li> </ul>	Executive	New requirement 2005 – to be reviewed annually	Transport Policy	MEDIUM
Borough Spending Plan (transport)	Annual spending programme prepared in accordance with LIP	Executive	Annual bidding round to TfL	Transport Policy	MEDIUM
Tourism Strategy	Sets out objectives and actions to promote and manage tourism in	Executive	Adopted 2004	Economic Development	MEDIUM

	the borough				
Business Improvement District Policy	Sets out framework for bidding for Business Improvement District status for areas of the borough	Executive	To be reviewed September 2006	Economic Development	MEDIUM
Green Travel Plan	Action plan to reduce the impact of the Council as a result of staff travel and transport needs	Executive	In development	Transport Policy	LOW
Asset Management Plan	Sets out how the Council maintains the buildings it uses for delivering its functions	Executive	2004	Property Management	LOW
Office Accommodation Strategy	Sets out how the Council can meet its own accommodation requirements	Executive	In development	Property Management	LOW

#### **Council strategies and policies – Social Services Adult Services – existing and planned**

<b>Strategy or Policy</b>	<b>Coverage</b>	<b>Decision-making body</b>	<b>When reviewed</b>	<b>Lead service/function</b>	<b>Relevance rating</b>
Commissioning Strategy for daycare services for people with physical disabilities	Arrangements for securing services for vulnerable adults with physical disabilities	Executive	April 2004	Adults Health and Social Care	HIGH
Commissioning Strategy for daycare services for older people	Arrangements for securing services for vulnerable older adults	Individual Member Decision	October 2004	Adults Health and Social Care	HIGH
Fairer charging	Sets out charging policy for all adults eligible for a social care service (exception is mental health)	Individual Member decision	April 2004	Adult Social Care	HIGH

## 5. SCHEDULE OF FUNCTIONS AND SERVICES

5.1 Our schedule of functions and services has been organised in relation to the Council's structure in terms of accountabilities and business planning. This is to assist in ensuring that addressing race equality and wider community impact is fully embedded into the Council's core processes.

5.2 Since publishing our Race Equality Scheme 2002-2005, there have been a number of major changes in the Council's structure, and revisions to some of our services. Our Strategic Director of Social Services is also the Chief Executive of the Primary Care Trust, and an increasing number of health and social care services for both children and adults are now jointly commissioned and delivered. We are therefore working closely with the Primary Care Trust on a common approach to the Equality Scheme. We have established a new post of Director of Children's Services, who has responsibility working across education, health and social care for establishing our Children Trust arrangements in response to the Every Child Matters Green Paper. We have considerably expanded our services related to Community Safety and Street Scene, with the rollout of Community Warden Schemes and Street Action Teams, and more integrated working with Southwark Police.

5.3 We are also transforming the way we organise our front-line contact with customers. From 1<sup>st</sup> June 2005, we will operate a new 24/7 Customer Call Centre and One-Stop Shop service through our strategic partnering agreement with Pearsons Government Solutions. We are re-engineering all the main Council services to link in with this and to improve accessibility and responsiveness, including to speakers of other languages and those with physical, sensory or visual impairment. Our Housing Management services have been re-organised into eight area offices. Other services are also developing area arrangements to link in with our Community Councils.

<b>Department</b>	<b>Service/Function</b>	<b>Lead Officer</b>	<b>Relevance Rating</b>
<i>Education</i>	Improvement and Achievement	Ass. Director, Achievement & Improvement	High
	Access and Inclusion	Ass. Director Access & Inclusion	High
	Early Years	Deputy Director, Achievement, Access & Inclusion	High
	Youth and Connexions	Deputy Director, Management Services	High
	Regeneration	Ass. Director, Community Strategy	Medium
	Facilities and assets	Deputy Director, Management Services	Medium

<b>Department</b>	<b>Service/Function</b>	<b>Lead Officer</b>	<b>Relevance Rating</b>
<b>Environment &amp; Leisure</b>	Street Cleaning	Head of Waste Management	Medium
	Enforcement	Head of Waste Management	Medium
	Refuse and Recycling	Head of Waste Management	Low
	Fleet	Head of Waste Management	Low
	Leisure centres and sports grounds	Head of Parks and Sports	High
	Parks and Open spaces	Head of Parks and Sports	High
	Sports development	Head of Parks and Sports	High
	Adult Education	Head of Libraries	High
	Libraries	Head of Libraries	High
	Museums	Head of Culture	High
	Events	Head of Culture	High
	Arts programme	Head of Culture	High
	Environmental Health & Trading Standards	Head of Street Scene and Public Protection	High
	Community Wardens	Head of Street Scene and Public Protection	High
	Parking and CCTV	Head of Street Scene and Public Protection	Medium
	Highways	Head of Street Scene and Public Protection	Low
	Housing repairs	Head of Building Services	Medium
	Design and project management of new build and refurbishments	Head of Southwark Building Design Services	Low

<b>Department</b>	<b>Service/Function</b>	<b>Lead Officer</b>	<b>Relevance Rating</b>
<i>Housing</i>	Area Housing Management (including repairs and maintenance) Repairs	Head of Housing Management	High
	Leasehold Management	Head of Housing Management	Medium
	Southwark Anti-Social Behaviour Unit	Head of Housing Management	High

	Special Needs Housing	Head of Community Housing	Medium
	Homelessness and Housing Advice service	Head of Community Housing	High
	Provision of temporary accommodation	Head of Community Housing	Medium
	Housing Options Service	Head of Community Housing	High
	Housing regeneration and investment strategy	Head of Strategy and Regeneration	High
	Tenant Management Organisations support and monitoring	Head of Strategy and Regeneration	High
	Private Housing Renewal	Head of Strategy and Regeneration	High
	Income Management	Head of Performance and Quality	Medium
	Revenues and Benefits	Head of Performance and Quality	High

<b>Department</b>	<b>Service/Function</b>	<b>Lead Officer</b>	<b>Relevance Rating</b>
<i>Regeneration</i>	Planning Policy	Head of Planning	High
	Transport Policy	Head of Planning	High
	Development Control	Head of Planning	High
	Building Control	Head of Planning	Medium
	Economic Development & strategic partnerships	Head of Economic Development & Partnerships	High
	Education Business Alliance	Head of Economic Development & Partnerships	High
	Tourism	Head of Economic Development & Partnerships	Medium
	Elephant & Castle Redevelopment Team	Head of E&C Redevelopment	High
	Elephant Links SRB	Head of Elephant Links	High
	Aylesbury Project	Head of Elephant Links	High
	Camberwell with Kingswood Team	Head of Elephant Links	High
	Community Involvement and Development Unit	Head of Peckham Programme & Social Renewal	High
	Peckham Programme	Head of Peckham Programme and Social Renewal	High
	Rotherhithe and Bermondsey Priority Neighbourhood Team	Head of Peckham Programme and Social Renewal	High

	South Bermondsey Partnership Team	Head of Peckham Programme and Social Renewal	High
	Regeneration Projects	Head of Development Control	High
	Acquisitions, Disposals and Right to Buy	Head of Development Control	Medium
	Asset Management	Head of Development Control	Low
	Property review & facilities management	Head of Property	Low
	Lettings	Head of Property	Medium
	Management of commercial portfolio	Head of Property	Medium

<b>Department</b>	<b>Service/Function</b>	<b>Lead Officer</b>	<b>Relevance Rating</b>
<b>Social Services</b>	Children's District Services <ul style="list-style-type: none"> <li>• Family Support</li> <li>• Children Looked After</li> <li>• Referral and Assessment</li> </ul>	Head of Children's Social Care	High
	Children's Direct Services <ul style="list-style-type: none"> <li>• Adoption</li> <li>• Fostering</li> <li>• Children with disabilities</li> <li>• Child and Adolescent Mental health</li> <li>• Asylum services</li> <li>• 16+ leaving care services</li> <li>• Family Court Assessment Service</li> </ul>	Head of Children's Social Care	High
	Children's Commissioning of: <ul style="list-style-type: none"> <li>• Residential placements</li> <li>• Respite Care</li> </ul>	Director of Children's Services	Low
	Children's Quality Assurance <ul style="list-style-type: none"> <li>• Child Protection /Safeguarding</li> <li>• Review conferences</li> </ul>	Head of Children's Social Care	High

	Youth Offending Team	Director of Children's Services	High
	Adults -Assessment & Care Management for: <ul style="list-style-type: none"> <li>• Older people</li> <li>• People with Sensory &amp; Neurological Disability</li> <li>• Learning Disability</li> </ul>	Head of Older People and Physical Disability Services	High
	Adults Provider services – Daycare	Head of Older People and Disability Services	High
	Adults Commissioning Unit, including for: <ul style="list-style-type: none"> <li>• Block, small volume and grants</li> <li>• Residential care</li> <li>• Home care</li> <li>• Day care</li> </ul>	Head of Older People and Disability Services	High

Department	Service/Function	Lead Officer	Relevance Rating
<b>Strategic Services</b> (Corporate and X departmental functions)	Policy and Performance	Head of Policy and Performance	High
	Scrutiny functions	Head of Policy and Performance	High
	Information, Knowledge Management and Complaints	Head of Policy and Performance	High
	Partnership development and co-ordination	Head of Social Inclusion	High
	Social Inclusion and equalities	Head of Social Inclusion	High
	Voluntary sector	Head of Social Inclusion	High
	Community Safety and police partnership	Head of Community Safety	High
	Communications	Head of Communications	High

	Corporate Procurement	Head of Procurement	Medium
	Human Resources	Head of Human Resources	High
	Health and Safety at Work	Head of Human Resources	Medium
	Organisational Development	Head of Organisational Development	High
	Customer Services (partly contracted out) <ul style="list-style-type: none"> <li>• Customer Access centre</li> <li>• One Stop Shops</li> <li>• Translation, Interpretation and Communication needs services</li> </ul>	Assistant Chief Executive Improvement and Development	High
	IT Services (contracted out)	Assistant Chief Executive Improvement & Development	Low
	Democratic Services	Borough Solicitor	Medium
	Legal Services	Borough Solicitor	Low
	Electoral Services	Borough Solicitor	Medium
	Registrars	Borough Solicitor	Medium
	Finance	Director of Finance	Low
	Risk management	Director of Finance	Low

## 6. ARRANGEMENTS FOR ON-GOING REVIEW OF RELEVANCE AND IMPACT

6.1 Our Equality Scheme 2005-2008 sets out in more detail:

- Our framework and processes for undertaking Equality Impact Assessments
- Key corporate developments now being implemented as a consequence of those assessments, including in relation to ethnic monitoring, provision of interpretation and translation services, and staff training
- Our arrangements for including Equality Impact Assessment statements within all reports to the Council's Executive, Scrutiny Committees and Community Council's, as recommended in Lord Ouseley's review
- Overview of our proposed programme of Equality Impact Assessments for 2005-2008

6.2 The 2005-2008 EIA programme will address:

- Those policies and services/functions with High or Medium relevance
- A programme of cross-cutting reviews, where there appears to be, or could be, differential outcomes for particular racial or other groups, through the combined operation of a number of services.

## 7. MONITORING ARRANGEMENTS

7.1 The Council is strengthening its arrangements for monitoring and assessing performance in delivering its responsibilities for equality and diversity, including securing community, user and staff feedback. This is in part a response to the recommendations of Lord Ouseley's review.

7.2 Our structures and processes include:

<i>Structure</i>	<b>Role</b>
Council Executive	All reports to Executive to contain Community Impact statement incorporating equalities Six monthly report on EIA programme – progress and outcomes Annual Equalities Report Performance review of equalities targets?
Cross Party Working Party	Leading on implementation of Lord Ouseley report recommendations – meeting monthly to address issues thematically and make recommendations to the Executive
Executive Member - Equalities	Lead portfolio-holder – regular meetings with senior officers and engagement in consultations and

	feedback sessions with community, users and staff
Overview and Scrutiny Committee and Sub-committees	Consider equality and diversity issues within the portfolio of the sub-committee, with overview through OSC.
Chief Officer Equalities Sub-group	Chaired by Chief Executive, oversees policy development and operational implementation of all equality and diversity related matters across the Council – monitor progress and outcomes of EIAs
Strategic Reference Group, incorporating the Equality and Diversity Panel and BME Leaders group	Stakeholder body providing advice and challenge to the Council across the range of diversity dimensions – race, age, disability, gender, faith and sexuality – bi-monthly meetings scheduled with the Cross-Party Working Group, plus six weekly sessions to test scoping and outcome of Equality Impact Assessments – also acts as source of community intelligence on cohesion and community relations
Independent Audit Team (Audit Commission)	The Independent Audit Team, provided through the Audit Commission, will undertake a programme of 'health checks' of the Council's implementation of Lord Ouseley review recommendations for the period to March 2006. They will assess both compliance with statutory duties and adoption of national best practice. The reports will be public.
BME Staff Consultative group and LGBT staff Consultative Group	The BME staff consultative group is open to all BME staff across the Council. It meets regularly with senior managers, and provides advice on both human resource and service delivery issues. A similar group is being established for LGBT staff.
Community Cohesion Reference Group	Under the umbrella of Southwark Alliance (LSP), the Council is a major partner in the reference group taking forward partnership policy and activity to strengthen community cohesion in the borough. Other partners include Southwark Police, Southwark Race and Equality Council, and the voluntary sector.

**SOUTHWARK EQUALITY SCHEME 2005-2008**

**ANNEX 3: PROGRAMME OF EQUALITY IMPACT ASSESSMENTS 2005-2008**

**(Incorporating the requirements under the General Duty s71 (1) of the Race Relations Act 1976, as amended)**

## INTRODUCTION

**This Annex sets out the proposed programme of Equality Impact Assessments 2005 to 2008. It should be read alongside the revised Southwark Equality Scheme 2005-8. The Scheme sets out the Council's policy in respect of equality, diversity and cohesion, and the framework for undertaking, monitoring and publishing Equality Impact Assessments.**

In line with Southwark's policy, Equality Impact Assessments are undertaken to identify and address potential or actual adverse impact of a Council policy or function on Southwark's diverse community. As well as impact related to race, Southwark's policy also addresses impact related to age, disability, faith, gender and sexuality.

The Equality Impact Assessment programme for 2005-8 comprises the following sub-sets:

- New and revised policies
- New functions
- Cross-cutting impact assessments, where a number of functions acting together may have either positive or adverse impact on particular groups.
- All functions in the Schedule of Relevance that are rated HIGH
- Community Impact statements on all reports to the Council Assembly, Executive, Scrutiny and Community Councils

This programme is subject to revision as new developments occur, and where evidence suggests that a function rated MEDIUM or LOW should be assessed.

## **NEW AND REVISED POLICIES**

The strategies and policies that drive the Council's business are listed in **Annex 1: Relevance Schedule of Policies, Services and Functions**. When each new policy is developed, and existing policies are revised, these will be subject to an Equality Impact Assessment. The likely revision dates are included in the Schedule.

## **NEW FUNCTIONS**

In designing new services, or undertaking a major configuration of services, an Equality Impact Assessment will be included as part of the planning stage. Once the service/function is operational, the ongoing EIA process will be included within the relevant departmental programme. Increasingly, service changes are involving partner agencies within the public, independent and private sectors. Where external bodies are major partners, it may be necessary to adapt the Council's EIA process to meet these new circumstances.

Major service changes have already taken place in respect of the Council's new Customer Service Centre for which an initial EIA was undertaken. This will be followed by a review in 2006/7 to assess impact of the CSC in the light of operational experience.

Between 2005 and 2008, we anticipate seeing major changes in service configuration in relation to Children's Services, including those currently delivered by the Education Department, Social Services and the health sector. The majority of these changes will be evolutionary, and the EIAs for those service areas are currently scheduled to fit the overall implementation timetable. There is ongoing integration of Adult Social care and health services, and the EIA programme includes undertaking joint EIAs of these functions with the Southwark Primary Care Trust. Over the next 18 months, we also anticipate further development of how we organise and deliver community safety functions with the police and other partners, and when these plans are more firmed up, will identify the most appropriate date for completing an EIA of the new arrangements.

## CROSS CUTTING ASSESSMENTS

This is a pilot programme of assessments that have been identified as part of the consultation with Southwark's diverse communities, and taking account of key findings in Lord Ouseley's report. The programme focuses on assessing how far a combination of Council's functions may impact positively or adversely on major quality of life outcomes for particular groups. These assessments will involve a range of services that contribute to the achievement of those outcomes. To undertake the assessment, we may need to adapt the EIA processes to focus on specific aspects of how a function delivers and to consider longer term outcomes as well as more immediate impact. Each cross-cutting review will be led by a Chief Officer.

Assessment Year	Focus of the assessment	Main Functions involved	Lead Officer
2005/6	Impact of area-based regeneration programme, with specific reference in 2005/6 to: <ul style="list-style-type: none"> <li>• Aylesbury New Deal for Communities</li> <li>• Elephant and Castle</li> <li>• Peckham Programme</li> <li>• South Bermondsey Neighbourhood Management</li> </ul>	Aylesbury NDC Elephant and Castle Development Team & Elephant Links Peckham Programme SB NM Team	Paul Evans, Strategic Director of Regeneration  Keith Broxup, Strategic Director of Housing
2006/7	Follow-up reviews of all other area-based programmes		
2006/7	Impact of Council-managed functions in addressing the educational achievement of African-Caribbean and white boys, and traveller children	Improvement & Achievement Access & Inclusion Youth & Connexions Children's District, Direct and Commissioning services	Romi Bowen, Director of Children's Services  Alison Delyth, Director of Education
2006/7	Impact of Council functions in promoting good community relations	All HIGH relevance functions	Bob Coomber, Chief Executive  Sarah Naylor, Assistant Chief Executive
2007/8	Impact of arrangements put in place to promote good	All front-line public service	Chris Bull, Strategic Director of

	practice in the context of the DDA, for improving access and promoting take-up of mainstream Council services by people with a range of physical and learning disabilities	points	Social Services and C. Executive of PCT  Bill Murphy, Assistant Chief Executive
2007/8	Impact of Council functions on relationships with and services for BME and other small businesses.	Economic Development Area-based regeneration programmes Trading Standards Licensing Street Scene Waste	Paul Evans, Strategic Director of Regeneration  Gill Davies, Strategic Director of Environment & Leisure

## ASSESSMENT OF HIGH/MEDIUM IMPACT FUNCTIONS

The majority of these Equality Impact Assessments will build on the findings of the first EIAs in 2002-2005. They will provide an opportunity to test whether the changes made are having a positive impact, and whether new or different issues have emerged that need to be addressed. The scheduling takes into account the date of the initial EIA, in order to give sufficient time for the current Action Plan to take effect.

Assessment Year	Department	Function	Lead officer	Relevance Rating
2005/6	Education and Children's Services	Improvement and Achievement	Assistant Director, Achievement and Improvement	High
2005/6	Education and Children's Services	Access and Inclusion	Assistant Director Access and Inclusion	High
2005/6	Education and Children's Services	Early Years	Deputy Director Achievement, Access and Inclusion	High
2005/6	Education and Children's Services	Children's Quality Assurance & safeguarding	Head of Children's Social Care	High
2005/6	Education and Children's Services			
2005/6	Environment & Leisure	Adult Education	Head of Libraries and Culture	High
2005/6	Environment & Leisure	Community Wardens	Head of Street Scene and Public Protection	High
2005/6	Environment & Leisure	Southwark Building Services	Head of Building Services	Medium
2005/6	Environment & Leisure	Enforcement	Head of Waste Management	Medium
2005/6	Housing	Housing Repairs	Head of Housing Management	High
2005/6	Housing	Leasehold Management	Head of Housing Management	Medium
2005/6	Housing	Special Needs Housing	Head of Community Housing	Medium
2005/6	Housing	Tenant Management Organisations – support and monitoring	Head of Strategy and Regeneration	High
2005/6	Housing	Private Housing Renewal	Head of Strategy and Regeneration	High
2005/6	Housing	Income Management	Head of Performance and Quality	Medium
2005/6	Regeneration	Area-based regeneration (see cross-	Strategic Director of Regeneration	High

		cutting programme)		
2005/6	Social Care – Adult Services	Physical Disabilities, Learning Disabilities and Occupational Health Services – to be undertaken in parallel with Southwark PCT's EIAs as part of integration strategy	Head of Services to Older People and People with Physical Disabilities	High
2005/6	Strategic Services	Policy and Performance	Head of Policy and Performance	High
2005/6	Strategic Services	Information, Knowledge Management and Complaints	Head of Policy and Performance	High
2005/6	Strategic Services	Corporate Procurement	Head of Procurement	Medium

<b>Assess-ment Year</b>	<b>Department</b>	<b>Function</b>	<b>Lead officer</b>	<b>Relevance Rating</b>
2006/7	Education and Children's Services	Youth and Connexions	Deputy Director, Management Services	High
2006/7	Education and Children's Services	Children's District Services	Head of Children's Social Care	High
2006/7	Education and Children's Services	Children's Direct Services	Head of Children's Social Care	High
2006/7	Environment & Leisure	Culture (arts, museums, film and events)	Head of Culture	High
2006/7	Environment & Leisure	Parking and CCTV	Head of Street Scene and Public Protection	Medium
2006/7	Environment & Leisure	Refuse and Recycling	Head of Waste Management	Low
2006/7	Environment & Leisure	Highways	Head of Street Scene and Public Protection	Low
2006/7	Environment & Leisure	Leisure Centres and sports grounds	Head of Parks and Sports	High
2006/7	Housing	Area Housing Management	Head of Housing Management	High
2006/7	Housing	Homelessness and Housing Advice	Head of Community Housing	High
2006/7	Housing	Provision of Temporary accommodation	Head of Community Housing	High
2006/7	Housing	Revenues and Benefits	Head of Performance and Quality	High
2006/7	Housing	Home Improvement Agency	Head of Strategy and Regeneration	High
2006/7	Regeneration	Economic Development and strategic partnerships	Head of Economic Development and Strategic Partnerships	High
2006/7	Regeneration	Education Business Alliance	Head of Economic Development and	High

			Strategic partnerships	
2006/7	Social Care- Adult Services	Older People's Services – in parallel with PCT, including commissioning	Head of Services to Older People and People with Physical disabilities, with PCT Director of Localities	Medium
2006/7	Strategic Services	Community Safety and police partnership	Head of Community Safety	High
2006/7	Strategic Services	Customer Services	Assistant Chief Executive	High
2006/7	Strategic Services	Human Resources	Head of Human Resources	High
2006/7	Strategic Services	Health and Safety at Work	Head of Human Resources	Medium
2006/7	Strategic Services	Organisational Development	Head of Human Resources	High
2006/7	Strategic Services	Democratic services	Borough Solicitor	Medium
2006/7	Strategic Services	Electoral Services	Borough Solicitor	Medium

<b>Assessment Year</b>	<b>Department</b>	<b>Function</b>	<b>Lead officer</b>	<b>Relevance Rating</b>
2007/8	Education and Children's Services	Youth Offending Team	Director of Children's Services	High
2007/8	Education and Children's Services	Regeneration	Ass. Director, Community Strategy	Medium
	Education and Children's Services	Facilities and assets	Deputy Director, Management Services	Medium
2007/8	Environment & Leisure	Parks and open spaces	Head of Parks and Sport	High
2007/8	Environment & Leisure	Environmental health and trading standards	Head of Street Scene and Public Protection	High
2007/8	Environment & Leisure	Libraries	Head of Libraries	High
2007/8	Environment & Leisure	Street Cleaning	Head of Waste Management	Medium
2007/8	Environment & Leisure	Southwark Building Design Service	Head of SBDS	Low
2007/8	Housing	Southwark Anti-social Behaviour Unit	Head of Housing Management	High
2007/8	Housing	Housing Options Service	Head of Community Housing	High
2007/8	Housing	Housing Regeneration and Investment strategy	Head of Strategy and Regeneration	High
2007/8	Regeneration	Community Involvement and Development Unit	Head of Peckham Programme and Social Renewal	High
2007/8	Regeneration	Planning Policy	Head of Planning	High

2007/8	Regeneration	Transport Policy	Head of Planning	High
2007/8	Regeneration	Development Control	Head of Planning	High
2007/8	Regeneration	Building Control	Head of Planning	Medium
2007/8	Social Care-Adults	Mental Health Services – in parallel with Southwark PCT and SLAM, including commissioning	Joint Head of Commissioning and Social Care lead + Mental health services	Medium
2007/8	Strategic Services	Partnership development & co-ordination	Head of Social Inclusion	High
2007/8	Strategic Services	Social Inclusion and equalities	Head of Social Inclusion	High
2007/8	Strategic Services	Voluntary sector	Head of Social Inclusion	High
2007/8	Strategic Services	Legal Services	Borough Solicitor	Low
2007/8	Strategic Services	Registrars	Borough Solicitor	Medium
2007/8	Strategic Services	Finance	Director of Finance	Low
2007/8	Strategic Services	Risk Management	Director of Finance	Low

## SOUTHWARK EQUALITY SCHEME 2005-2008

### ANNEX 5: CONSULTING WITH DIVERSE AND EXCLUDED COMMUNITIES

#### **1. INTRODUCTION**

**1.1 Southwark Council recognises the importance and benefits of consulting with the local community (residents, business owners and workers) as a means of improving our ability to better meet the diverse needs of all communities and individuals.**

**1.2 Consultation is embedded within the Council's policy-making and service development processes. For consultation to effect real change it has to be of a high quality. When this happens there is great potential for real benefits and significant improvements for both local communities and individuals.**

1.3 If this standard of consultation is to be achieved then it has to be conducted on the basis of being fully inclusive, accessible and equitable. This means offering the same opportunities to every individual in the borough to contribute to consultation exercises.

1.4 As a Council, Southwark is strongly and deeply committed to the principles of:

- *Eliminating discrimination*
- *Equality of opportunity*
- *Valuing and recognising diversity*
- *Social inclusion*
- *Community cohesion*
- *Good community relations*

and to ensuring that these principles are applied to all policies and services across the entire council.

1.5 It is important that our consultation practices adhere to these principles. Our aim is to ensure all individuals and communities feel able to engage with the various consultation activities of the council irrespective of race, age, disability, faith/belief, gender or sexual orientation.

1.6 Experience has shown, however, that traditionally certain sections of the community can miss out on consultation exercises for various reasons. Therefore, the Council should act to ensure there are no barriers preventing people from having their say and getting involved in consultation events.

1.7 These guidelines on consultation have been developed with a specific focus on diverse and excluded communities, also known as 'harder-to-reach' groups. The intention is for these guidelines to be used as an aid for council officers, across all council departments, when specifically seeking to engage individuals from diverse and excluded communities.

1.8 An increasing amount of national legislation requires local authorities to consult with local communities more widely than ever before. However, effective consultation that will bring about change will only occur because we as a council are seriously committed to the idea, not solely because it is a legislative requirement.

1.9 This local commitment is set out in various Southwark Council and partnership strategies, including:

- **Community Strategy**, which adopted a number of core values that resonate strongly with this strategy:
  - **Equality and Diversity** – promoting equality for everyone and responding to the needs of the many diverse communities
  - **Community involvement and cohesion** – engaging with all sections of the community so that the vision is representative, reflects local need and encourages good community spirit and relations
  - **Sustainability** – ensuring actions today benefit future generations
- **Informed, Active and Responsible Citizens Action Plan**, the partnership framework adopted by Southwark Alliance to put people at the heart of what we do. Through this Plan, the Council is committed to promote a '*constructive and dynamic partnership between our citizens and public sector agencies for the governance of the borough and the services that are available*'.
- **Corporate Equalities Action Plan**, which aims to '*enhance community consultation at all levels, but, particularly amongst [diverse and excluded communities]*' with a view to increasing and widening local participation and enabling these communities to inform policy development.

## **2. DIVERSE AND EXCLUDED COMMUNITIES**

### **Who do we mean by diverse and excluded communities**

2.1 A whole range of communities and individuals can face barriers preventing involvement in consultation exercises. Different sections of the local population, particularly diverse and excluded communities, may have needs or views that are different and distinct. If they are not consulted it only serves to further marginalise these groups and ensures services continue to fail to meet their needs.

2.2 The specific nature of the consultation will affect which communities need to be targeted. It will not always be necessary to involve every group for every consultation exercise. As a first step it is important to think about which groups should be involved in the consultation and which particular barriers they are likely to face.

2.3 The range of communities that could potentially be hindered in getting involved in council consultation is:

<ul style="list-style-type: none"><li>• <i>People with disabilities</i></li><li>• <i>Traveller communities</i></li><li>• <i>Black and minority ethnic communities</i></li><li>• <i>Lesbian, gay, bisexual and transgender people</i></li><li>• <i>Older people</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Religious/faith groups</i></li><li>• <i>Women</i></li><li>• <i>Young people</i></li><li>• <i>Homeless people</i></li><li>• <i>People with caring responsibilities</i></li><li>• <i>Low income families</i></li><li>• <i>Refugees and asylum seekers</i></li></ul>
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**What stops different communities from getting involved?**

2.4 As stated above it is the responsibility of the council to be proactive in breaking down the barriers to engagement and bringing people into the various consultation exercises. It is mutually beneficial to want to improve the quality of local services that are better able to meet specific local needs. The broad types of barriers that individuals and communities encounter include:

- *physical accessibility –e.g. transport to a venue or gaining access to the venue itself*
- *language and communication difficulty – e.g. non-English speakers and/or readers, people with visual and/or hearing impairment*
- *cultural traditions - e.g. women-only groups*
- *social expectations - e.g. sceptical about working with the government bodies*
- *lack of confidence*
- *excessive number of request for consulting placing unreasonable expectations on individuals*

2.5 Broadly these barriers are applicable across all diverse and excluded communities. Where variation occurs between different areas it is because of the specific local context in which the barriers exist.

2.6 Therefore it is important to avoid generalisations and develop an in-depth knowledge and understanding of engaging with Southwark communities. The types of issues that might affect our understanding of the communities are:

- *Diversity of communities*
- *Socio-economic variations*
- *Geographical location*
- *Places of concentration of specific diverse and excluded communities*
- *Age profile of the local population*
- 

### 3. CONDUCTING CONSULTATION

3.1 This section of the guidelines explore the practicalities of undertaking a consultation exercise and how it can be tailored to engage diverse and excluded communities.

#### **Why are you consulting with us?**

3.2 Conducting a consultation exercise can produce clear and definite benefits both for the Council and for the consultees. The potential benefits include:

- *More closely targeted services better able to meet the needs of service users*
- *Improved take-up of services*
- *Increased user satisfaction with services*
- *More proactive rather than reactive approach to addressing problems in service delivery*
- *Consultation results can be used to improve decision-making*
- *Council fulfilling its role in community leadership*
- *Better informed policy and decision-making*

3.3 These benefits are attained by focusing the consultation on specific policies or services where there will be practical outcomes with which the consultees can identify. This has to be the yardstick for consultation, otherwise it is consultation for its own sake. Therefore, there is a need for the consultation to focus appropriately and meaningfully on the core issue being consulted on. Otherwise there is a risk the consultation will be tokenistic and meaningless with no substantive output.

### **More than information-gathering**

3.4 Consultation has to be more than a one-way information-gathering exercise. It is a vital part of the Council-community relationship in terms of how we interact and communicate with each other.

3.5 This guide is intended to lay the foundations for the type of high quality consultation exercise we should be aiming to achieve; as well as, hopefully, strengthening the relationship between the Council and local communities. The core practices are:

- *Consultation will be conducted in a relevant, friendly and meaningful way that encourages community involvement in consultation*
- *Consultation will be an open and honest two-way dialogue that seeks to inform consultees as well as obtain their views and opinions*
- *Consultation will seek to accommodate the different needs of individuals and groups to ensure they are enabled to have an equal opportunity to contribute to consultation*
- *The beliefs, values, perceptions and experiences of all stakeholders will be equally respected.*

### **Making consultation work**

3.6 No two consultation exercises should be the same. All consultation exercises should be designed to fit the purposes of the consultation and to meet the specific needs of the consultees. As the contextual factors will vary every time communities are consulted.

3.7 It is necessary that in the design of a consultation exercise that specific consideration is given to the barriers to be overcome. This will depend on the specific diverse and excluded communities being targeted by the consultation exercise.

3.8 Some of the key areas/questions for consideration at the outset of the consultation process, when designing a particular approach. These are:

- *Identify and be clear on which individuals and groups you want to involve/consult. This may require some initial background research to better understand the make-up of the target audience*
- *Has a similar consultation exercise been conducted recently or being planned by partner organisations? What information can be incorporated into this consultation?*
- *What exactly is it that you want by consulting with diverse and excluded individuals and groups?*
- *Who are the most appropriate contacts and organisations that can help access the diverse and excluded communities?*
- *Who are the community leaders? Can they provide support and/or access to engaging members of their community?*
- *Depending on the specific consultees, it is vital to understand the specific barriers and challenges they face and how these can be addressed*
- *Be creative, explore the opportunities for how to get the attention of diverse and excluded communities*
- *What is the best way for taking the consultation out to the diverse and excluded communities to best suit their requirements for times and venues*
- *Consultation has to be a two-way dialogue, which requires the council to listen. How can the more general concerns and issues of consultees be accommodated in the consultation event?*

**Consultation is a developmental and dynamic process, not a static one.**

3.9 During the course of a consultation period particular issues and challenges are likely to arise and the people carrying out the consultation have to take on board the changing circumstances and accommodate them in the consultation exercise.

3.10 Opportunities to reflect on whether the consultation is engaging all the target groups should be scheduled into the consultation timetable. Key milestones should be built into the consultation programme. This will enable the those consulting to:

- assess progress,
- assess whether the aims and objectives of the exercises have altered or
- identify gaps in terms of groups not being engaged in the consultation process.

and allow for any necessary readjustments to the consultation process to make it more effective in accessing diverse and excluded communities.

3.11 Designing the consultation process to engage diverse and excluded communities may require extra attention and additional resources being focused on ensuring that appropriate support is available and mechanisms are in place to encourage the involvement of these groups.

Methods used for consulting

**3.12 A choice of methods is vital in the process of consulting with diverse and excluded communities. Using the more imaginative and creative methodologies can produce a wealth of rich information and data.**

**3.13 People need to feel included by the methodologies. This is where the understanding of the types of barriers the groups face becomes important. For example, for people with learning difficulties long workshop sessions involving lots of reading and writing is not appropriate. Instead a more picture-based or visual approach could produce better quality findings.**

3.14 All techniques have advantages and disadvantages, so it comes down to selecting the particular techniques depending on the nature of the consultees and what decision, service or policy is the focus of the consultation.

**3.15 Different sections of the community, particularly diverse and excluded communities, may have needs or views that are different and distinct from the mainstream/majority. If they are not consulted it only serves to further marginalise these groups and ensures services continue to fail to meet their needs.**

3.16 Do not expect consultation results/findings to produce a consensus. By its very nature the consultation with diverse and excluded communities is likely to produce conflicting messages. The skill is to manage the instances of conflict when they occur and how they influence services and policy.

3.17 Here are some of the ways you can consult with different groups.

<b>Methodology</b>	<b>What is involved</b>
<b>Action Research</b>	<i>Using local community to develop content and undertake surveys and focus groups, and draw conclusions from information. Very useful as part of an ongoing engagement and community development programme. Need to train local groups. Often part of a neighbourhood/partnership programme</i>
<b>Community Consultors</b>	<i>Using local people from a community to lead the consultation. Similar to above, but content of surveys/focus groups may be set by Council. Useful where want consultation in other languages or in culturally sensitive settings</i>
<b>Community Visioning Events</b>	<i>Workshop style event where community think through scenarios, identify options/ solutions</i>
<b>Consultation documents (reports, leaflets)</b>	<i>Style and language needs to be appropriate to audience – simple questionnaire feedback and email feedback mechanisms helpful – need to monitor who replies</i>
<b>Focus / discussion groups</b>	<i>Either bring together ‘representative’ sample of community, or different interest groups, or single interest groups depending on nature of issue – best where discussion is structured – for example adapting multiple choice type approaches ‘Is xx more or less important than yy’ in order to help prioritise</i>
<b>Image and visual presentation</b>	<i>Exhibitions, photos, physical models, maps – need to help people ‘read’ these types of materials – can help to illustrate an issue</i>
<b>Participatory Theatre</b>	<i>Useful way to get over dilemmas or controversial issues where community may feel unconfident of engaging – the drama needs to be followed up with audience discussion</i>
<b>Public meeting</b>	<i>Open to anyone so not able to balance representativeness – best if structured to enable most people to speak –</i>

	<i>small groups – practical activity</i>
<b>Planning for Real</b>	<i>Similar to community visioning, but usually refers to consulting on physical change programme, where community can design and organise options for use of space e.g. shopping street, estate, park</i>
<b>Standing Forums/ Citizens Panels</b>	<i>Permanent group, selected on some valid basis, that provides a regular sounding board on issues – useful as a way of testing out ideas before wider consultation.</i>

Incorporating Good Practice into consultation

**3.19 There are a whole series of approaches that are seen as good practice that will add value to the process and encourage people to get involved.**

- **Informing people in advance** - *It is important to raise awareness well in advance of any consultation event. This will require information to be provided in easy to read and plain English. Working with individuals and organisations from the local voluntary and community sector will be vital in passing on the information to diverse and excluded communities.*
- **Advertising the events** – *Information on flyers etc. should be available in a range of formats and fonts. This will encompass information in various community languages; providing information in large print or Braille for those with visual impairments. As a matter of course all advertising information should be written in jargon free plain English.*
- **Accessibility** - *Meetings should be held in places that easy to get to and get into. All planned consultation events should be assessed to ensure they are inclusive and accessible for all those wishing to be involved in the event. For example, all buildings used for council-led consultation should be compliant with the provisions of the Disability Discrimination Act. Alternatively, you may hold consultation events at venues already known to the target group.*
- **Interpreters** – *providing interpreters, where necessary and appropriate, is essential in a borough of extensive diverse such as Southwark where over 100 languages are spoken. Single language consultation may be more effective with a particular community so they feel more comfortable and willing to engage because the consultation takes place in their own language.*

- *Communication Support – support mechanisms and materials need to be made available for people with a variety of impairments, such as large print materials or Braille, hearing loops etc.*
- ***Feedback** - Consultation is not and should not be a one-off event, rather it should be viewed as an opportunity for the council to develop important relationships with previously hard to reach communities. Feedback is thus an integral part of the consultation process because it maintains the contact between the consultees and the Council.*

### **Learning the lessons**

3.20 It is important to review the consultation process on completion of the exercise. This will identify what worked and what did not work. This information will be valuable in helping to make the next consultation exercise more effective. The evaluation should answer a range of questions. Some to consider would be:

- *Whether the objectives were clear; were they relevant to the consultation itself and linked to the wider planning process; were they explained to and understood by all relevant consultees?*
- *Whether the information provided was fit for purpose: was it easy to access; relevant; produced in plain language and easily understood; available in other formats if needed?*
- *Whether the project provided value for money. Was it budgeted for adequately, managed well, and had any unforeseen costs?*
- *Who was consulted? Did you get the views of those you wanted; were you successful in consulting minority or under-represented groups; did different groups respond to different methods; has feedback been provided; have consultees felt it was worthwhile?*

- *What methods worked better? Did they provide the required information, response rate and representation?*
- *Whether the timescale was correct. Was it clear and adhered to; was enough time allowed for responses?*

### **Outcomes**

3.21 At the end of a consultation exercise one should be able to measure whether:

- *Usable views were received*
- *Those views have actually been used*
- *The consultation has led to some identifiable change in services or policy;*
- *The consultation has changed the relationship between you and your users and others.*

## ANNEX 1

### CHECKLIST

This checklist should work as an aid in the planning and delivery of a consultation exercise.

Checkpoints	Action
Identify the clear purpose of the consultation	
Identify specific objectives	
Set out a timetable of actions and events with key milestones	
<b>Has a similar consultation exercises been conducted recently or being planned by partner organisations?</b>	
Identify specific barriers to engage diverse and excluded communities	
Identify how to address specific barriers to engage diverse and excluded communities	
Identify key contacts and support organisations	
Identify appropriate venues for consultation events	
All documents produced in plain English and where appropriate summaries in key community languages and large print	
Provide contact names and details for information and advice	
Publicise in consultation events in advance	
Compile findings from the consultation exercise	
Identify mechanisms for feedback on outcome of consultation	
Complete a post-consultation review to identify the lessons learnt & examples of good practice	

### WHERE TO GET HELP AND ADVICE

Good consultation takes planning and investment before, during and after the consultation. While it is important that consultation is built into all the functions of the Council, there are some corporate resources that can help you get the best outcomes.

Community Involvement and Development Unit	<p>Contact: <i>Nuala Conlan</i> Community Development and Involvement Manager</p> <p>Corporate lead for community engagement</p> <p>Knowledge of different communities</p> <p>Knowledge of active engagement/consultation techniques</p> <p>Support for Action research and planning for real approaches</p>
Information and Knowledge Management Unit or Research, Information and Customer Feedback Team	<p>Contact: <i>Richard Abrahams</i>, Head of Research, Information and Customer Feedback</p> <p>Oversees MORI and other statistical surveys</p> <p>Advice on technical aspects of methodologies</p> <p>Pool of trained community consultors</p>
Departmental lead officers for community engagement / equalities	<p><i>Education</i>: Mike Smith (consultation) Kate Sturdy (Equalities)</p> <p><i>Environment &amp; Leisure</i>: Sean Connolly</p> <p><i>Housing</i>: Celine Arnold (consultation) Tony Berry (Equalities)</p> <p><i>Regeneration</i>: Nuala Conlon</p> <p><i>Social Services</i>:</p> <p><i>Strategic Services</i>: Richard Abraham (research) Jules O'Mahoney (Equalities)</p>
Community Engagement Officers Working Group	<p>This working group brings together statutory agencies (local authority, Police and Primary Care Trust) with a remit to develop a shared Community Engagement Strategy. Additionally the group will:</p> <p>Promote good practice in community engagement</p> <p>More integrated approaches to community involvement</p> <p>Share information and skills</p> <p>Be a source of expertise</p> <p>Act as a resource for system-wide community engagement initiatives</p> <p>The key council officers administering this group are:</p> <p>Nuala Conlan – Head of Community Involvement &amp; Development Unit (CIDU)</p> <p>Lucy Vaughan – Southwark Alliance Partnership Officer</p>
Housing Resident Involvement Officers	<p>Tenants and Residents Associations (T&amp;RAs) across the Borough are entitled to:</p> <p>Receive funding from the council</p> <p>Be represented at their local area housing forum</p> <p>Be consulted on matters affecting the local community.</p> <p>The resident involvement vision for Southwark seeks successful partnership working between T&amp;RA, councillors and officers to ensure tenants and residents</p> <p>Bermondsey – Jo Wilson</p> <p>Borough &amp; Bankside – Yetunde Ayanwale</p> <p>Nunhead &amp; Peckham Rye – Celine Arnold</p> <p>Peckham – Joanne Jackson</p> <p>Rotherhithe – Chucks Amaechi</p> <p>Walworth Area (East &amp; West) – Brian O'Neil</p>

ANNEX 2 - WHO WE SHOULD BE SPEAKING TO

Who do you need to speak to?	Key Community Organisations.
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	(Contact details given at Appendix 1.)
<b>People with disabilities:</b>	<p><b>Southwark Disablement Association;</b>  <b>Room 48, Aylesbury Day Centre</b>  <b>2 Bradenham Close</b>  <b>London SE17 2QB</b>  <b>020 7701 1391</b></p> <p><b>Southwark Community Care Forum;</b>  <b>32-36a Rye Lane</b>  <b>London SE 15 5BS</b>  <b>020 7639 9760</b></p> <p><b>Organisation of Blind African Caribbeans</b>  <b>1<sup>st</sup> Floor, Gloucester House</b>  <b>8 Camberwell New Road</b>  <b>London SE15 3RU</b>  <b>020 7735 3400</b></p> <p><b>Southwark Disabilities Forum</b>  <b>C/o Julie Timbrel</b>  <b>Community Involvement &amp; Development Unit</b>  <b>Southwark Council</b>  <b>Chiltern House</b>  <b>Portland Road</b>  <b>SE17 2ES</b>  <b>020 7525 5601</b></p>
<b>Lesbian, Gay, Bisexual, Transgender people:</b>	<p><b>Southwark Anti-homophobic Forum</b>  <b>C/o Dax Ashworth</b>  <b>Community Involvement &amp; Development Unit</b>  <b>Southwark Council</b>  <b>Chiltern House</b>  <b>Portland Road</b>  <b>SE17 2ES</b>  <b>020 7525 5601</b></p> <p><b>Lesbian, Gay, Bisexual and Transgender Network</b>  <b>C/o Dax Ashworth</b>  <b>Community Involvement &amp; Development Unit</b>  <b>Southwark Council</b>  <b>Chiltern House</b>  <b>Portland Road</b>  <b>SE17 2ES</b>  <b>020 7525 5601</b></p>
<b>Travellers</b>	<p><b>Southwark Travellers Action Group</b>  <b>C/o Peckham Settlement</b>  <b>Goldsmith Road</b>  <b>London SE17 3RJ</b>  <b>020 7639 1823</b></p>
<b>Refugees/Asylum Seekers</b>	<p><b>Southwark Refugee Communities Forum</b>  <b>St Giles Centre</b>  <b>81 Camberwell Church Street</b>  <b>London</b>  <b>SE5 8RB</b>  <b>020 7277 4400</b></p> <p><b>Southwark Day Centre for Asylum Seekers</b>  <b>Copplestone Centre, Coppleston Road, Peckham</b></p>

	<p><b>SE15 4AN</b>  <b>Tel: 020 7639 8447</b></p> <p><b><i>Abdul Malik Eloboid</i></b>  Southwark Refugee Project  161 Sumner Road  <b>London SE15 6JL</b></p>
<b>Elderly people</b>	<p><b>Southwark Pensioners Forum</b>  <b>C/o Nadine James</b>  <b>Community Involvement &amp; Development Unit</b>  <b>Chiltern House</b>  <b>Portland Road</b>  <b>SE17 2ES</b></p> <p><b>Janet Kennedy (Director)</b>  <b>Elders Project</b>  <b>Charterhouse in Southwark Council</b>  <b>40 Tabard Street</b>  <b>London SE1 4JU</b></p> <p><b>Brenda Bond</b>  <b>Age Concern Southwark Council Central Office</b>  <b>224/236 Walworth Road</b>  <b>London</b>  <b>SE17 1JE</b></p>
<b>Faith communities.</b>	<p><b>Southwark Multi-Faith Forum</b>  <b>C/O CIDU, Regeneration Department</b>  <b>Chiltern House</b>  <b>Portland Street</b>  <b>London</b>  <b>SE17 3ES</b></p>
<b>Young people</b>	<p><b>Southwark Youth Council</b>  <b>Southwark Youth and Connexions Service</b>  <b>15 Spa Road, London SE15 3QW</b>  <b>0207732 7917</b></p>
<b>Somali Communities</b>	<p><b>Somali Advisory Forum</b>  <b>C/o Essa Ali</b>  <b>CIDU, Regeneration Department</b>  <b>Chiltern House</b>  <b>Portland Street</b>  <b>London</b>  <b>SE17 3ES</b></p>
<b>Latin American Communities</b>	<b><i>No clear "key" group</i></b>
<b>African Caribbean communities</b>	<b>The African Caribbean community in Southwark are not organised by country; many generic BME organisations and local neighbourhood organisations involve people with this origin or background</b>
<b>Black African communities</b>	Yohannes Sibhatu Eritean Community Centre

	<p>78 Edmund Street <b>SE5 7NR</b></p> <p>South Thames African Welfare Association 27 Peckham High Street <b>London SE8 5DD</b></p> <p>David Ayinne Ghana Refugee Welfare Project 5 Westminster Bridge Road <b>SE1</b></p> <p><b>Adje Kouakou Farrasa (Ivorean Community Group) 22 Warlingham House Varcoe Road SE16 3DQ</b></p>
<b>Bengali communities.</b>	<p><b>The Bengali Community Development Project</b> 1 Martin House Falmouth Road <b>London, SE1</b></p> <p><b>Bengali Womens Project</b> <b>C/o The Bengali Community Development Project</b> 1 Martin House Falmouth Road <b>London, SE1</b></p>
<b>Strategic Organisations</b>	<p><b>Southwark Race &amp; Equalities Council</b> <b>32-36 Rye Lane</b> <b>Peckham</b> <b>London</b> <b>SE15 5BS</b> <b>020 1635 8882</b></p> <p><b>Strategic Ethnic Alliance</b> <b>C/o Organisation of Blind African Caribbeans</b> <b>1<sup>st</sup> Floor Gloucester House</b> <b>Camberwell New Road</b> <b>London</b> <b>SE5 0RZ</b> <b>020 7735 3400</b></p> <p><b>Grassroots Rising</b> <b>SAVO</b></p>
<b>The Settlements (whose role it often is to host and support newly emerging community groups that can represent diverse and excluded communities)</b>	<p>The Director Bede House Association 351 Southwark Park Road <b>London SE16 2JW</b></p> <p>The Director Blackfriars Settlement 1-5 Rushworth Street</p>

**London SE1 0QA**

**Janet Kennedy (Director)**  
**Charterhouse in Southwark Council**  
**40 Tabard Street**  
**London SE1 4JU**

The Director  
Cambridge House and Talbot  
131 Camberwell Road  
Camberwell  
**London SE5**

The Director  
Peckham Settlement  
Goldsmith Road  
**London SE15 5TF**

The Director  
Time and Talents  
The Old Mortuary  
Dugard Way  
**London SE11 4TH**