

**LORD OUSELEY'S REVIEW OF THE COUNCIL'S EQUALITY AND DIVERSITY FRAMEWORK: PROGRESS ON RECOMMENDATIONS - AS OF 31<sup>st</sup> October 2005**

Numbered Recommendation by theme (x ref to LO text)	Actions Completed by 31 <sup>st</sup> October	Actions Underway/Next Steps	Mainstreaming/ongoing issues
<b>Complaints (Annex)</b>	<ul style="list-style-type: none"> <li>• Independent Investigator appointed</li> <li>• All complainants contacted</li> <li>• 8 complaints – two withdrawn and 6 concluded</li> <li>• Meetings with complainants took place during Sept 2005</li> <li>• Final reports despatched Oct 2005</li> <li>• Briefings offered to CRE and LO</li> </ul>	<ul style="list-style-type: none"> <li>• Final report on complaints to November WG</li> </ul>	<ul style="list-style-type: none"> <li>• E&amp;C business Issues</li> <li>• Record Keeping</li> <li>• Community Confidence in Council</li> <li>• More robust delineations of roles within planning /complaints process</li> <li>• How we communicate planning issues to community.</li> </ul>
<b>Equalities and Diversity Strategic Reference Group</b>	<ul style="list-style-type: none"> <li>• Setting up of group agreed 31<sup>st</sup> May 2005</li> <li>• Two meetings of SRG held - 22<sup>nd</sup> June and 19<sup>th</sup> July</li> </ul>	<ul style="list-style-type: none"> <li>• Future development of the group under review</li> </ul>	
<b>Independent Audit</b>  35. An independent E & D Auditor be contracted to scrutinise such processes on a continuous basis, reporting to Scrutiny Committees and Community Councils as well as providing feedback to the network of public and all community organisations which have interests in equality, diversity and good community relations (14.19).	<ul style="list-style-type: none"> <li>• Two meetings with AC – scoping document received end July</li> <li>• Audit process started in September with review of framework for implementing recommendations</li> <li>• Interviews held with Leading Members and senior officers</li> </ul>	<ul style="list-style-type: none"> <li>• Overview report due end November</li> <li>• Themed audits November - January</li> </ul>	<ul style="list-style-type: none"> <li>• Audit findings will assist with meeting Equality Standard, CPA and feed into ongoing business planning</li> </ul>
<b>LEADERSHIP, COMMUNITY INVOLVEMENT AND SERVICE DELIVERY</b>			
<b>Member decision-making in relation to Equality and Diversity (E&amp;D)</b> 1. Training and coaching provision, particularly for elected members should be reviewed to determine appropriateness for Equality and Diversity competence and all elected members should be mandated to attend such courses to ensure individual E & D competence (paragraph 4.11	<ul style="list-style-type: none"> <li>▪ RRAA e-learning package offered to Members</li> <li>▪ Specification for more wide-ranging Member training specification drawn up and tendered.</li> <li>▪ Interviews to award training contract held on 29<sup>th</sup> July.</li> <li>▪ Executive training session on Equality Impact Assessments 30<sup>th</sup> Sept.</li> </ul>	<ul style="list-style-type: none"> <li>• Contract awarded to Tribal Resourcing Ltd.</li> <li>• Needs assessment underway for all members</li> <li>• Programme being finalised for rollout from late Autumn</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing programme of E&amp;D training for all members to be built into overall Member Development arrangements, including Induction of new Members in June 2006.</li> </ul>

<p><b>Member decision-making in relation to Equality and Diversity (E&amp;D)</b> 5. In order to address shortcomings in communications, information sharing and consultations, there should be improved E &amp; D information available to elected members so as to generate greater interface with diverse communities and to provide consistent and meaningful feedback to communities and service users as well as promoting better relations between different cultural communities (6.5)</p>	<ul style="list-style-type: none"> <li>• From October 2005 all reports submitted to council committees will contain a Community Impact Statement.</li> <li>• Guidance produced and circulated for report authors</li> <li>• Depts fully briefed on expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Constitutional Support to check compliance at agenda planning stage</li> <li>• Review in 3 months by CO Equalities Sub – seek Member feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake annual check and feedback from Members about value of CIS on reports</li> </ul>
<p><b>Member decision-making in relation to Equality and Diversity (E&amp;D)</b> 33. E &amp; D profiling, representation and considerations must be integral to all decision making on planning matters at Community Councils (14.18).</p>	<ul style="list-style-type: none"> <li>• Planning reports will contain a CIS but make it clear what factors legally can be taken into consideration in making a decision</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
<p><b>Member decision-making in relation to Equality and Diversity (E&amp;D)</b> 34. Composition of Committees and the officer hierarchy in regeneration and planning must in future reflect the borough's diversity or seek to redress imbalances with measures aimed at achieving equality and diversity outcomes (14.19).</p>	<ul style="list-style-type: none"> <li>• For officer issues, see section on HR</li> </ul>		<ul style="list-style-type: none"> <li>• Issue for new Administration post May 2006</li> </ul>
<p><b>Council's knowledge of and user feedback from diverse communities</b> 4. The Equality Impact Assessments should include both quantitative data as well as qualitative information, especially customer, client and service user feedback as part of the EIA process and for consideration by the Equality and Diversity Panel (5.7).</p>	<ul style="list-style-type: none"> <li>• Revised EIA Template makes requirement for user feedback more explicit</li> <li>• New Equality Scheme includes formal Guidance on Consultation with Excluded Communities</li> <li>• Continue to test EIAs with external Equality and Diversity Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Will monitor and analyse extent of user involvement and feedback in next round of EIAs 2005/6</li> <li>• Will draw together and analyse annually user evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Collating, analysing and disseminating outcomes of EIAs on an annual basis and feeding into policy reviews and business planning</li> </ul>
<p><b>Council's knowledge of and user feedback from diverse communities</b> 28. Monitoring data, especially complaints, client and service users feedback as part of effective Equality Impact Assessment process is inadequate and needs to be addressed urgently (13.6).</p>	<ul style="list-style-type: none"> <li>• Revised Ethnic Monitoring system introduced and being rolled out – more refined categories – linked to Customer Service Centre</li> <li>• Social Policy Unit held discussions in September with SMTs/ Divisional Service Managers to check progress of EM implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Review underway of corporate arrangements for collating and analysing community and user feedback across functions</li> </ul>	<ul style="list-style-type: none"> <li>• By end March 2006, user feedback from excluded communities should become embedded in core systems</li> <li>• Each department should analyse and assess monitoring data as part of annual business planning process</li> </ul>

<p><b>Council's knowledge of and user feedback from diverse communities</b> 23. Action is needed in Housing to address the shortfall in data and information about tenants' feedback, users' views and detailed analysis of complaints to include trends, diversity profiles and satisfaction levels on responses (11.6 and 11.7)</p>	<ul style="list-style-type: none"> <li>• All Housing databases are being updated to incorporate new ethnic monitoring categories, this is being rolled out in 2005/6. Project manager in place, technical constraints identified and workstreams delegated.</li> <li>• IWORLD system amended to reflect new categories</li> <li>• SERCO appointed to do data inputting</li> <li>• Initial challenges have been overcome and timetable adjusted</li> <li>• Physical data collection started September 2005.</li> <li>• Target of 80% of tenants with new BME data loaded by December 2006</li> </ul>	<ul style="list-style-type: none"> <li>• By Sept 2006, data for all client groups will be built into mainstream business processes</li> <li>• Data collection methodology will be 1<sup>st</sup> stage postal survey followed by face to face linked to Photo ID Project</li> <li>• All other collection points will be at point of entry to services</li> <li>• First analysis expected by first quarter 2006/7.</li> <li>• EIAs of Right to Buy and Special Needs Housing Services brought forward to 2005/6</li> <li>• Commissioned ALG to analyse 2001 census for baseline re E&amp;D and housing. Profile 8 CC areas.</li> <li>• Separate mainstreaming workstream to conclude in January 2006, to identify reporting structure for new data.</li> </ul>	<ul style="list-style-type: none"> <li>• Once data collection system in place, collation, analysis and reporting will be embedded into mainstream business planning at Departmental and divisional level.</li> </ul>
<p><b>Council's knowledge of and user feedback from diverse communities</b> 24. The reasons why there are high levels of dissatisfaction with housing services from BME residents need to be better understood and action taken to address known concerns (11.7).</p>	<ul style="list-style-type: none"> <li>• Currently analysing all available data re: satisfaction levels</li> <li>• Identified sources of dissatisfaction being addressed through service improvement programme</li> <li>• Repairs performance improving and BME differentials under analysis</li> <li>• Queuing and appointment system at Homeless Persons Unit, plus customer care training in place from June 2005</li> <li>• Choice-based lettings and new Allocations policy launched on 22<sup>nd</sup> September 2005</li> </ul>	<ul style="list-style-type: none"> <li>• Plans to map deprivation data to examine inter-relationships of ethnicity and deprivation linked to housing</li> <li>• Enhanced Housing Options service under development for implementation 2006, subject to space</li> </ul>	<ul style="list-style-type: none"> <li>• Longer term regeneration will be important in tackling some aspects of dis-satisfaction linked to overcrowding and health</li> <li>• New Allocations policy subject to full evaluation in 3<sup>rd</sup> quarter 2006/7, with EIA re-assessment.</li> </ul>
<p><b>Council's knowledge of and user feedback from diverse communities</b> 25. Social Services' Clients' feedback and user surveys are essential as part of the information that should be available for both management purposes and as part of the E &amp; D framework, the Equality Impact Assessments, the E &amp; D Panel and the wider public. In addition, meaningful consultation with BME and new communities are necessary in determining needs and sharing</p>	<ul style="list-style-type: none"> <li>• Widespread consultations have been undertaken with respect to the future of Adult services related to integration, modernisation and externalisation with users and specific groups/forums (e.g. Pensioners' Forum, Disabilities Forum, Speaking Up and MIND) as well as with specific services</li> <li>• New initiative to examine needs of Somali Elders through dialogue with</li> </ul>	<ul style="list-style-type: none"> <li>• Further consultation exercises on hard to reach groups and carers due to take place over the next twelve months.</li> <li>• Over the next twelve months more accurate aggregation of performance information and intelligence will be developed as new issues emerge (e.g. gay and lesbian residents in OP residential care)</li> <li>• Over the next twelve months work</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitivity to BME users is integral to the mainstream changes taking place across PCT and Social Services (Adults). Will be element of 'Older People's Green paper' implementation.</li> </ul>

<p>information (12.4).</p>	<p>community organisations</p> <ul style="list-style-type: none"> <li>• Children's Services – consultation on Young Southwark Plan with BME community and with children and young people – will continue in development the statutory Children's Plan</li> <li>• Exploratory discussions with Somali Community about 'trainee' social work post in Children's Services</li> </ul>	<p>will be done to analyse and respond to issues emerging from new Carer's Helpline with respect to BME carers as part of the 06/07 Carer's Grant commissioning process.</p> <ul style="list-style-type: none"> <li>• Links between Social Services and the Community Involvement Unit to be strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Children's Trust provides ongoing opportunity to engage with users including young people from diverse communities and to review staffing</li> </ul>
<p><b>Council's knowledge of and user feedback from diverse communities</b> 26. In Environment and Leisure services, better communication and more information sharing is required to ensure that all sections of the community can have increased awareness of the services available and to engage with the diverse communities in more meaningful ways (13.4 ref to Parks and EH)</p>	<ul style="list-style-type: none"> <li>• Parks Warden service re-organised with more diverse workforce</li> <li>• Environmental Health Officer appointed to focus on Rye Lane area to work with traders and help them comply with legal requirements. The aim is to provide better communication with black and ethnic groups on public health issues relating to food businesses in Rye Lane and the project is being independently evaluated by Kings University.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme to target new users to parks to break down barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of EH project will inform approaches in other areas</li> </ul>
<p><b>Co-ordination of consultation and improved outreach to vulnerable / hard to reach groups</b> 3. An action plan with targets and implementation dates should be produced urgently for wide-scale involvement of stakeholders in the Race Equality Scheme review process and this should be the subject of wide consultations if timescales and effective engagement of the borough's diverse communities are to be achieved with a view to producing an exemplary and meaningful revised scheme by May 2005 (5.3).</p>	<ul style="list-style-type: none"> <li>• Extensive consultation with staff, Community Council's and excluded communities on new Equality Scheme completed 31<sup>st</sup> June</li> <li>• Draft Scheme considered by Working Group 25<sup>th</sup> July</li> <li>• Formal report on ES consultation to included as Annex 6 of the Scheme – available end August</li> <li>• Consultation used to finalise Scheme and also to feed into EIA programme</li> <li>• Scheme to Overview and Scrutiny 12<sup>th</sup> September</li> <li>• Scheme agreed by Executive 11<sup>th</sup> October</li> </ul>	<ul style="list-style-type: none"> <li>• Formal publication and dissemination of Scheme</li> <li>• Implementation of EIA programme</li> </ul>	<ul style="list-style-type: none"> <li>• Learning from this consultation has informed the formal Guidance on Consulting Excluded Communities</li> <li>• Opportunities for on-going dialogue being built into other processes, e.g. Community Strategy review.</li> </ul>
<p><b>Co-ordination of consultation and improved outreach to vulnerable / hard to reach groups</b></p>	<ul style="list-style-type: none"> <li>• As a result of the Planning EIA in 2004/5, Service Level Agreement with the Willowbrook Centre to provide outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of this pilot will inform future commissioning of Willowbrook and inform Phase 2 training for</li> </ul>	<ul style="list-style-type: none"> <li>• Findings and Action Plan of Planning EIA being embedded in delivery of core business –</li> </ul>

<p>30. Effective co-ordination is needed of existing resources and formats for reaching and engaging all sections of the diverse communities in neighbourhoods where regeneration, investments and developments are proposed. Team based activities, such as CIDU – led outreach and contact activities, should be the focus for community consultations (14.17).</p>	<p>and training of BME residents to be involved in planning processes. Scheme is funded from April 05 to March 06 and aims to: To significantly increase BME resident and community group's involvement in responding to planning applications and policies.</p> <ul style="list-style-type: none"> <li>• Area-based EIAs scoped and project team set up - will include assessment of effectiveness of engagement arrangements in the regeneration areas</li> <li>• Community Involvement and Development Unit co-ordinating all Council/PCT and Police staff with community involvement remit and linking with VS workers</li> <li>• Stronger Communities Co-ordinator appointed for Southwark Alliance to oversee new LAA Delivery Plan</li> <li>• Appointment of 'Active Citizen' hub as part of LAA will provide a community based resource to support citizen engagement and advise Council and other agencies of best practice – should be operational from September 2005</li> <li>•</li> </ul>	<p>planners</p> <ul style="list-style-type: none"> <li>• Area-based EIAs will identify what further approaches and investment may be required – interim findings by December 2005</li> <li>• Stronger Communities Delivery Plan (LAA) provides whole systems framework for progressing engagement and active citizenship</li> <li>• Briefings to ensure all parts of Council are aware of AC Hub and its role</li> </ul>	<p>improvements particularly relate to information, consultation and record keeping</p> <ul style="list-style-type: none"> <li>• Intention is for Area-based EIAs to identify the key milestones in the life of each programme at which an EIA should be undertaken and the appropriate methodology for those different phases</li> <li>• Evaluation of Stronger Communities Plan Year 1 and development of Year 2 and 3 will provide mainstreaming opportunity</li> </ul>
<p><b>Co-ordination of consultation and improved outreach to vulnerable / hard to reach groups</b></p> <p>31. Regeneration areas would be best served by each having its own Town Centre style management group with a one-stop-shop type facility leading on contacts, advice, information and consultation, harnessing all existing community based activities to achieve best utilisation of resources for awareness-raising and outreach to all vulnerable groups of people (14.17).</p>	<ul style="list-style-type: none"> <li>• All areas of the borough have an identified Area Renewal manager and outreach team</li> <li>• Council adopted an Area-working protocol across services– testing out area and neighbourhood management approaches relevant to different areas</li> <li>• Formal 'traders/Town centre' groups exist for Peckham, Elephant and Castle, Bankside</li> <li>• Links with Camberwell and Walworth Road traders over specific initiatives including Living Streets, Community Safety</li> </ul>	<ul style="list-style-type: none"> <li>• As above, EIAs of area-based regeneration will assist in identifying effectiveness of arrangements in involving 'excluded' communities in regeneration initiatives</li> <li>• Next round of Neighbourhood Renewal Plans for using NRF 2006/8 for both strategic themes and areas/neighbourhoods will include formal EIA of proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Final form and arrangements for area-based co-ordination/ management likely to emerge from a new administration May 2006.</li> </ul>

	<ul style="list-style-type: none"> <li>• Neighbourhood Renewal Fund supports a number of area-based initiatives targeted as excluded groups – e.g. Travellers, young people, people with disabilities</li> </ul>		
<p><b>Proactive approach to building community cohesion</b></p> <p>7. The Equalities Action Plan should highlight and prioritise targets explicitly aimed at promoting good race relations in the borough, which is a statutory requirement (6.8).</p>	<ul style="list-style-type: none"> <li>• Promotion of community cohesion a core principle in the Council's Equality, Diversity and Social Cohesion Policy</li> <li>• Learning from Southwark's participation in Home Office Community Cohesion pathfinder programme disseminated to departments as part of Cohesion Forward Plan</li> <li>• Dedicated NRF Community Cohesion Co-ordinator acting as a resource and implementing multi-agency Forward Plan</li> <li>• Significant proactive work on the ground related to 7<sup>th</sup> July and 21<sup>st</sup> July bombings – joint work with police and Multi-faith Forum – targeted support to Somali and Bengali community</li> <li>• Crime and Disorder Strategy 2005/6 includes specific targets relating to hate crime – to increase reporting</li> <li>• Involved in Home Office pilot for Citizenship Day 18<sup>th</sup> October</li> </ul>	<ul style="list-style-type: none"> <li>• Further debate with communities about 'appropriate' targets for measuring cohesion – to be included in Stronger Communities LAA for March 2006. <ul style="list-style-type: none"> <li>• Chief Officers to discuss and propose package of targets. To be incorporated into revised CEAP in March 2006</li> </ul> </li> <li>• Ongoing programme of practical outreach and innovative cross-cultural activity being delivered with young people, elderly, voluntary sector, multi-faith forum</li> <li>• Ongoing training and mentoring of front-line practitioners handling working in contexts of potential community conflict.</li> </ul>	<ul style="list-style-type: none"> <li>• Aim to mainstream Community Cohesion Co-ordinator post from April 2006</li> <li>• Equalities training programme to include skills and techniques for encouraging cross cultural contact</li> </ul>
<p><b>Proactive approach to building community cohesion</b></p> <p>22. The Council will wish to be reassured that existing arrangements for assessing and responding to the potential for inter-ethnic youth conflict are adequate and effective (9.7).</p>	<ul style="list-style-type: none"> <li>• Director of Children's Services reported to Ouseley WG of 25<sup>th</sup> July 2005 on current potential for youth conflict that could be based on ethnic, racial or cultural difference.</li> <li>• Very little evidence that ethnicity is key factor – more concern about territory and gangs (mixed ethnicity) – proactive prevention and diversion strategies in place</li> <li>• Community Safety Operations Team meetings enable local intelligence to be assessed and acted on</li> <li>• Particular focus post 7<sup>th</sup> and 21<sup>st</sup> July events on potential hot spots</li> <li>• Cohesion concerns after the bombings, there were weekly meetings between the police, Council and</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports on the Young People and Crime Action Plan intelligence sharing are considered regularly by the SSP (Youth Crime Group) and Young Southwark partnership and reported quarterly to the Executive Member for Children and Community Safety.</li> <li>• Ongoing contact with key groups around community concerns</li> <li>• All direct work with children and young people through the delivery of youth work and social inclusion programmes have objective to promote community cohesion – area-based youth providers networks to</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to embed cohesion and potential for youth conflict into mainstream youth and area-based programmes</li> </ul>

	<p>community leaders to maintain intelligence on any community conflict.</p> <ul style="list-style-type: none"> <li>• Community Cohesion Pathfinder focused on exploring how to address cohesion among young people</li> <li>• All the area-based renewal programmes have a focus on young people</li> </ul>	share good practice	
<p><b>Improving educational achievement</b> 18. The promotion of good relations between people of all backgrounds must be a priority for all schools, through learning and in curriculum, so that all children and young people have knowledge and understanding of different groups of people and the opportunity to learn with and from each other (8.8).</p>	<ul style="list-style-type: none"> <li>• A number of schools actively involved in cohesion initiatives e.g. <ul style="list-style-type: none"> <li>- Five schools in Bermondsey and Rotherhide run “Family learning activity trips” to engage most vulnerable/isolated parents across cultures</li> <li>- Archbishop Michael Ramsey School and Peckham Academy jointly employ a community development worker to improve relationships with local resident</li> </ul> </li> <li>• Identified that monitoring of school equality policies has been patchy</li> <li>• The SREC/Education Department Forum brings professional and community groups together will provide a focus for further development with schools and education services</li> </ul>	<ul style="list-style-type: none"> <li>• Through the Community of Schools Learning Networks, opportunity to disseminate cohesion learning</li> <li>• Schools Race Equality Policies: The School Improvement Team is carrying out an audit of all schools Race Equality Schemes during the Autumn Term. Schools that don't have a policy will be challenged.</li> <li>• Findings of the audit will be shared with SRG and AC</li> </ul>	<ul style="list-style-type: none"> <li>• Development work will be mainstreamed through the Education Forum</li> <li>• Inviting SREC to provide advice and support to schools to improve their Race Equality Policies and also to provide guidance on good practice</li> </ul>
<p><b>Improving educational achievement</b> 19. Greater diversity in the teacher workforce should be a clear target, as well as raising the quality of teaching in all schools (8.9)</p>	<ul style="list-style-type: none"> <li>• Director of Education report to WG 31<sup>st</sup> May identified that ethnic composition of teacher workforce similar to that of borough as a whole but not of the pupil population, where BME pupils are over-represented.</li> <li>• Teacher and head-teacher recruitment as high priority for the department and the report to WG recognised the importance of governors and their leadership role in teacher and headteacher recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Governor Development Unit is providing recruitment training Autumn 2005</li> <li>• Governor Development Unit working with Community Involvement and Development Unit on governor recruitment strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated into ongoing work to recruit and support governors</li> </ul>
<p><b>Improving educational achievement</b> 20. A very high priority should be given to action aimed at increasing the level of active parental involvement in schools as partners in contributing significantly to</p>	<ul style="list-style-type: none"> <li>• Director of Education Report to WG 31<sup>st</sup> May set out initial analysis of pupil performance related to ethnicity and gender, and set out the range of strategies in place for raising</li> </ul>	<ul style="list-style-type: none"> <li>• Education functions prioritised in EIA Programme 2005/06 to provide more in-depth analysis -Improvement and Achievement, Access and Inclusion, Early Years</li> </ul>	<ul style="list-style-type: none"> <li>• Extended Schools agenda will embed new support arrangements for parents and new ways of working to target and support vulnerable and</li> </ul>

<p>improved quality of education, high standards, and improved attainment levels (8.10, 8.11).</p> <p>21. In addition to the wide range of measures being pursued to improve achievement attainment levels of pupils in Southwark schools, it is recommended that priority be given to recommendations 18, 19 and 20 above and:</p> <ul style="list-style-type: none"> <li>• developing the role of school and community partnerships</li> <li>• raising the profile of education by making “learning” attractive and exciting for young people, using peer group success, role models and mentoring to engage positively with pupils and students and challenging and rejecting robustly and consistently all unacceptable behaviour</li> <li>• partnering with youth services to elicit young people’s views for the purpose of responding thereto and contributing to positive developments</li> </ul>	<p>achievement..</p> <ul style="list-style-type: none"> <li>• With more than 70% of pupils in Southwark schools from BME communities, strategies to raise achievement are integral to overall improvement across the borough. Approach is based on individual pupil tracking and tailor-making interventions at classroom level.</li> <li>• Re-organisation of schools into geographical networks (Communities of Schools) provides better framework for supporting schools to engage with their local community and with area-based services such as youth providers</li> </ul>	<ul style="list-style-type: none"> <li>• Governors: Autumn Bulletin to Governors will re-stress the importance of having a REP and complying with the RRAA. Aim to get this item on the agenda of all Autumn term Governors meetings and provide training</li> <li>• Continue the Leaders of Tomorrow programme</li> </ul>	<p>underachieving children</p> <ul style="list-style-type: none"> <li>• On Track and Sure Start specifically aim at drawing in and engaging parents</li> <li>• Primary and Secondary school strategies include a focus on community cohesion and attainment of underachieving groups</li> <li>• Analysis of pupil achievement and participation by ethnic group is routinely undertaken across all schools</li> </ul>
<p><b>Targeting business development opportunities</b></p> <p>29. Specific attention should be given to promoting business development opportunities for people with disabilities notwithstanding the likelihood of the numbers always being likely to be small. (14.13).</p>	<ul style="list-style-type: none"> <li>• Main focus of business development activities targeted at SME and BME businesses</li> <li>• Major programme of support, particularly related to Elephant and Castle – key discussion at SRG 22<sup>nd</sup> July</li> <li>• Procurement Roadshows in June/July to publicise to local businesses the Council's procurement arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Council's Procurement Market Development Action Group (Chaired by Angela Stanworth of Southwark Community Care Forum) to look at disabilities issue in future meetings.</li> <li>• Procurement will undertake EIA in 2005/6 – opportunity to assess wider equalities implications</li> </ul>	<ul style="list-style-type: none"> <li>• Council Procurement strategy will continue to include a focus on increasing the capacity of local business to tender and be selected for Council contracts.</li> </ul>
<p><b>Agreeing joint Council/SREC action plan</b></p> <p>6. The Southwark Race and Equalities Council and Southwark Council should agree on an action plan for the reform of SREC to achieve more representative</p>	<ul style="list-style-type: none"> <li>• Meeting held with SREC to identify capacity building needs</li> <li>• Monthly meetings with C. Executive established</li> <li>• Report to WG 28<sup>th</sup> July 2005 – funding of capacity building consultancy agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Consultancy due to support creation of improved governance, business plan and staffing structure by end October 2005</li> <li>• Regular SREC meetings with Chief Officers to discuss specific service issues</li> </ul>	<ul style="list-style-type: none"> <li>• SREC brought centrally into council's arrangements</li> </ul>

<p>membership, to have an agreed activities programme and to be a joint partner with the Council in promoting good race relations (6.7).</p>			
<p><b>HUMAN RESOURCES AND STAFF DEVELOPMENT</b></p>			
<p><b>Managers and staff competence and training in E &amp; D</b></p> <p>1. Training and coaching provision, particularly for Senior and Chief Officers and elected members should be reviewed to determine appropriateness for Equality and Diversity competence and Chief and Senior Officers should be mandated to attend such courses to ensure individual E &amp; D competence (paragraph 4.11).</p> <p>27. Cultural Awareness training needs to be extended for all staff across all areas of the E &amp; L's department and its activities in order to make the department more E &amp; D competent (13.5).</p> <p>32. An explicit training programme for planners, incorporating learning to facilitate E &amp; D competence is an urgent requirement for introduction (14.17).</p>	<ul style="list-style-type: none"> <li>• Chief Officers and Divisional Service Managers completed RRAA e-learning package – now being rolled out to other staff</li> <li>• New Head of Organisational Development post appointed</li> <li>• Audit of equalities training across the Council completed September. A further needs analysis on EO training for different grades underway.</li> <li>• Tendering arrangements for equality training providers under way with new providers on board by end 05.</li> <li>• Senior Managers Learning Day in September had 'promoting awareness of discrimination' as its focus.</li> <li>• Initial E &amp; D training programme for all planners completed</li> </ul>	<ul style="list-style-type: none"> <li>• OD strategy in draft and out to consultation</li> <li>• Report on Accelerated Development to November WG</li> <li>• Further tailored training for planners will be delivered following feedback from Willowbrook BME initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Aiming to have broad and creative programme of equalities training that offers a menu to meet both manager and practitioners needs.</li> </ul>
<p><b>Managers and staff competence and training in E &amp; D</b></p> <p>2. Equality and Diversity competence must be an essential requirement for all staff and members of the Council and should be an essential requirement in all person specifications for job vacancies, promotion and as part of all performance appraisal arrangements (4.11).</p>	<ul style="list-style-type: none"> <li>• E&amp;D requirements in JDs and Performance Management is existing requirement</li> </ul>	<ul style="list-style-type: none"> <li>• Next audit by HR of sample of workplans Nov 05 will specifically audit E&amp;D details.</li> <li>• Guidelines being prepared for 2006/7 workplans</li> </ul>	<ul style="list-style-type: none"> <li>• Part of annual workplan audit process</li> </ul>

<p><b>Monitoring of HR data and trends</b></p> <p>8. Southwark Council's workforce E &amp; D data is comprehensive and improving. However, as several services are outsourced it is necessary to have E &amp; D staff data for all external providers and contractors in order to assess E &amp; D performance, compatibility with the Council's equality policies, compliance with E &amp; D legislation and enabling the Council to meet its public duty obligations (7.2).</p> <p>9. During 2003/4, £34.9 million was spent on agency staff which should be analysed with E &amp; D classifications to assess E &amp; D compatibility and to deal with alleged discriminatory practices (7.3).</p>	<ul style="list-style-type: none"> <li>• HR report to WG 31<sup>st</sup> May agreed that priority for monitoring contracted staff be focused on those outsourced front-line services that directly deliver to the public.</li> <li>• Will need to explore legal for existing contracts and build requirement into new contracts where this can be negotiated</li> <li>• Customer service Centre and Social Services are key to areas of contracted frontline provision.</li> </ul>	<ul style="list-style-type: none"> <li>• EIA of Procurement function 2005/6 will identify more clearly opportunities and constraints on what Council can demand from contractors</li> </ul>	
<p><b>Targeting action to redress imbalances in staff profile</b></p> <p>10. Disproportionality exists for BME, women and staff with disabilities across different parts of the workforce and requires targeted action to address imbalances (7.4) and (7.5).</p> <p>11. CEO and Directors to be tasked with the goals of making their respective Senior Management teams representative and reflective of BME and staff with disabilities (7.5).</p> <p>17. The delivery of equality and diversity outcomes, through the Accelerated Development and Talent Management Initiatives, require targets to be set and to be part of performance appraisals. The achievement of equality and diversity</p>	<ul style="list-style-type: none"> <li>• WG reports 31<sup>st</sup> May and 25<sup>th</sup> June identified and analysed where main disproportionality exists – mainly at senior levels as overall BME representation greater than Southwark profile</li> <li>• Accelerated Development. workshop led by Tribal Resourcing to taking place on the 31<sup>st</sup> August</li> <li>• Council has an apprenticeship scheme for 2005/06. Connexions and Job Centre Plus identified candidates. Aim for 20 apprentices to start before March 2006 is on track</li> <li>• A mentoring scheme for BME staff is being developed in Children's Services</li> <li>• A pilot with Southwark College to provide literacy and numeracy skills for 'disadvantaged' workers in front</li> </ul>	<ul style="list-style-type: none"> <li>• As part of OD Strategy, report to WG in November of overall approach to Talent management and Accelerated Development, building on good practice from other authorities</li> <li>• BME staff conference November to launch Accelerated Development Initiative planned - implementation from December 05</li> <li>• Future analysis of recruitment information to concentrate on top 5% to inform the development of the talent management programmes.</li> </ul>	<p>Incorporated into Performance Appraisal and learning and development plans for departments and individuals</p>

<p>targets should figure specifically in Chief Officers', Senior Managers' and Supervisors' appraisals of performance (7.14).</p> <p>12. More people with disabilities should be targeted by the Council with a view to improving their opportunities to be employed at all levels within the Council in greater numbers (7.6).</p> <p>13. 66% of applicants for vacancies in 2003/4 were from BME people but only 46% of appointed people were from BME background and the reasons for the 20% fall away needs analysis and consideration of any appropriate action required (7.7).</p> <p>14. Better quality monitoring data is required on applicants with disabilities and also to enable a better understanding of the equality and diversity prospects of staff from different religious affiliations, those who are Lesbian, Gay, Transexual or Bi-Sexual and to enable effective preparation for dealing with forthcoming legislation to eliminate age discrimination (7.8).</p>	<p>line services (Housing and Environment) began in June. The aim is to both improve the services and provide staff with additional opportunities and skills to support them at work.</p> <ul style="list-style-type: none"> <li>• Goals set for Chief Officers as part of 2005/6 performance targets</li> <li>• Workforce analysis at 25<sup>th</sup> WG identified that actual recruitment of BME applicants is better than population profile. The Council remains in the top quartile (BVPI London &amp; Nationally) for BME employment for the workforce as a whole, and for the top 5%.”</li> <li>• Current disability BVPI performance is on track although this includes schools at year end and may be misleading—anonymous staff survey shows 6% say have a disability although not declared on workforce database.</li> <li>• Work continues to promote the council as a supportive employer to people with disabilities to maintain accreditation. HR group set up to include bespoke training</li> <li>• Monitoring of sexuality to be progressed as part of programme of work with new LGBT worker's consultative group.</li> <li>• All employees had chance to re-classify themselves in Sept 2005 as part of Data Protection audit; disability classification was promoted.</li> </ul>	<ul style="list-style-type: none"> <li>• Further work planned to improve quality of data collection</li> <li>• Discussions are underway with Trade Unions to create a disabled workers support group.</li> </ul>	
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<p><b>Understanding and reducing staff dissatisfaction</b></p> <p>15. On-going monitoring of each disciplinary case should be instituted, especially in the Environmental Cleaning Business Unit and in the Social Services Department to eliminate any potential scope for discrimination and to ensure that appropriate management action is taken to reduce the relatively high number of such disciplinary proceedings against BME staff. Such monitoring should extend to examine any discriminatory implications of the high proportion of BME staff who are on temporary and fixed term contracts in the Cleaning Business Unit (7.9).</p> <p>16. The reasons for the levels of staff dissatisfaction need to be known and better understood.</p> <p>360 degree independently facilitated reviews should be deployed involving key staff and managers, particularly in identifying potential for promotion to senior and top positions and in order to tackle identified concerns (7.11 and 7.12).</p>	<ul style="list-style-type: none"> <li>• 2004/5 data did not show a continuing trend. WG agreed quarterly monitoring by Head of HR analysing whether problems or trends are developing and whether actions are in accord with good practise/expectations.</li> <li>• Annual report to Executive as numbers are low</li> <li>• Council-wide preparation for IIP will identify areas where staff development and management improvements need to be made</li> <li>• 360 degree approach available as part of corporate staff development programme</li> <li>• Consultation is ongoing with BME Consultative group and TUs to inform to look at alternative methods for staff complaints</li> <li>• Wide-ranging staff Consultation on the new Equality Scheme – identified enthusiasm for engagement by staff in influencing policy development</li> <li>• Talent management/accelerated development (see above)</li> </ul>	<ul style="list-style-type: none"> <li>• Aiming to achieve IIP Council-wide by December 2005</li> </ul>	<p>Ongoing monitoring as part of overall corporate and departmental HR functions</p> <p>Annual staff survey – next scheduled summer 2006, will provide opportunity to assess and review progress</p>
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