

## Cabinet

Tuesday 8 September 2020

4.00 pm

Online/Virtual. Members of the public are welcome to attend the meeting.

Please contact: [constitutional.team@southwark.gov.uk](mailto:constitutional.team@southwark.gov.uk) for a link to the online meeting

## Supplemental Agenda No.1

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Date: 4 September 2020

<b>Item No.</b> 10.	<b>Classification:</b> Open	<b>Date:</b> 8 September 2020	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Southwark Stands Together Programme	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Johnson Situ, Growth, Development and Planning	

### **FOREWORD - COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR GROWTH, DEVELOPMENT AND PLANNING**

Over the last six months, Southwark has faced unprecedented challenges, managing the local ramifications of a global pandemic, which disproportionately impacted on some of our communities. In response Southwark has shown incredible strength and unity, as residents, businesses and the organisations that support them have come together to respond to Covid-19. So when we saw worldwide protests sparked by the death of George Floyd and entrenched injustices here in the UK, I wrote at the time that as a borough we could be confident that we were ready to face inequality together and head on. We committed to come together again to tackle ingrained structural inequality and bring about real and positive change in our borough. This report shows how, in just a few months, we have shown what can be done when you harness the energy of protest to shape policy for lasting change.

Southwark has a proud history of addressing inequalities, starting with the pioneering work of Alfred and Ada Salter, who transformed the lives of the poor living in the slums of Bermondsey, improving housing conditions and public health. Dr Harold Moody led the national charge for racial equality from his GP practice in Peckham, offering local kids free healthcare checks. More recently over the last decade we have seen our young people from all backgrounds flourish and thrive with huge improvements in educational achievement, and innovative policies such as our Southwark Scholar programme which has supported a significant number of young people from Black, Asian and Minority Ethnic backgrounds to further their education and go to university on scholarship. We have introduced a diversity charter, to ensure we're celebrating all our communities, and Southwark's free healthy meals school programme has helped tackle the scourge of food poverty, which has no place in our borough.

However, the Black Lives Matter movement and protests have shown that there is still much to do, and as a borough we knew that now, more than ever, we had to listen, react and together develop solutions. Over the last eight weeks we have done just that.

We have given over 1,500 local people the opportunity to voice their experiences, and we have listened, through 11 themed listening events, four general listening events, a survey and two open days. These have informed the recommendations detailed within this report, and although there is still work to do to set out an action plan to deliver these, I hope their ambition and scope show how much we have listened and how committed we are to bringing about lasting change. We have also started an internal listening exercise with our staff, and this report details the next steps we need to take to address issues within the council, and lead by example. The report also highlights

the next steps we are committed to take to ensure our public realm is reflective of our diverse borough.

I would like to thank our schools, community groups, businesses, cultural partners and residents across the borough who participated in the listening exercises. I would also like to thank all our staff at all levels of our organisation for both organising and participating in these events. Above all I am immensely proud of our borough because we have shown once again at moments of challenge, when one part of our community is hurting, we will come together to address our shared problems, and stand up against inequalities and injustice.

## **RECOMMENDATIONS**

That cabinet:

1. Agrees Southwark Stands Together will be a long-term programme of positive action, education and initiatives for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality
2. Thanks residents, staff and the wider community for taking part in the surveys and listening exercises so far
3. Agrees that council will be actively anti-racist in all that we do, and the emerging recommendations (Appendix 1), which have arisen out of the engagement events held with staff and the community, will be integrated into the refreshed council plan process.
4. Notes initial findings from the survey and listening exercises and that further analysis is underway with an update provided to cabinet in October 2020.
5. Agrees to develop a roadmap and action plan with measures and metrics to deliver the Southwark Stands Together programme and instructs officers to present this to cabinet in October 2020
6. Agrees that any wider resourcing implications for the council associated with next step delivery are appropriately assessed through the council's policy and resources strategy process
7. Agrees that any future action plan is subject to regular monitoring and review and reported at least annually to cabinet

## **PURPOSE & SUMMARY**

8. The purpose of this report is to highlight the story so far on the Southwark Stands Together programme. It sets out what the community have told us so far of their experience of racism, racial inequalities and injustice. It proposes the things we can do together to build on positive action to date and to bring about change, through a number of emerging recommendations. It specifically asks cabinet to agree these recommendations (Appendix 1), grouped by specific 'work streams', so that next steps action can take place.

### **Southwark Stands Together; our commitment to tackle racial inequalities**

9. Southwark Council promotes the basic rights of all people to equality and justice. The immediate aftershock of the death of George Floyd, and the unprecedented sequence of events that followed have reignited the need for communities across the globe to unite and to make urgent and sustainable change to give everyone full access to these rights.
10. Southwark Stands Together is therefore our local call to unity, support and action. It is a long term programme of positive action for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality.
11. Fairer future values (as expressed in the council plan) underpin the Southwark Stands Together programme, setting the standards in how we work together as a community and place and translate our firm commitments into real, sustainable outcomes. The overall aim is to improve the lives of our residents, recognising that some change may not be immediate. Whatever the speed or scale of change required, Southwark will not give up on overcoming the challenges.
12. The programme will continue to evolve and adapt over time as we continue to hear, listen, learn and respond to residents, staff and the wider community on their experience of racism and racial inequality. Through the programme we will develop ways of measuring improvements in the lives of individuals and communities, with action planning to follow agreement of this report.

### **Southwark Stands Together; to identify, to listen, to learn**

13. By the end of June our Southwark Stands Together call to action was well underway. The council's approach comprised *identifying* issues of concern, *listening* to people from Black, Asian and Minority Ethnic communities about their experiences and *learning* from our residents and staff and others about how the council can become an effective anti-racist organisation. This involved:
  - An anti-racist audit of the borough to identify statues, street names and uncover any other links with slavery, as well as using the opportunity to honour more diverse people
  - Running a listening exercise with our communities, key stakeholders, partners and staff and hearing their experiences of racism, discrimination and inequality
  - Identifying solutions to racism in its many forms and highlighting systemic or structural racism and unfair treatment, whether it be institutional or structural inequality that has held our communities back
14. To date, some 1,500 people have directly participated in the Southwark Stands Together call to action. This has included:
  - Four open listening events on 29 June, 7 July, 14 July, 21 July attended by approximately 150 people;
  - Two outreach face-to-face engagement sessions, one in Peckham Square and one in East Street held during August;

- 1,268 residents responding to our Southwark Stands Together online survey;
- 11 theme based events advertised both generally and in a more focused way to attract audiences likely to be impacted or by invitation, covering education, employment and business, culture, communities, health and policing;
- Three specific listening event organised with a desire to connect with young people in the borough.

### **Southwark Stands Together Pledges**

15. A number of pledges have been developed under the Southwark Stands Together programme. These are pledges that the council want businesses, organisations, groups and residents to sign up to and act on. The pledges are:

- *I/We pledge to promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.*
- *I/We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels*
- *I/We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, the organisations we partner with and within the service we deliver.*
- *I/We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity*
- *I/We pledge to ensuring that people of all backgrounds can rise to the top of the organisation.*

16. A number of organisations have signed up to the pledges above including King's College London University, and King's College Hospital, and Guys and St Thomas' Hospital. The council will seek to increase the number of those signing up to the pledges as part of next steps action.

### **BACKGROUND INFORMATION**

17. Southwark has a proud history in standing together against injustice. As one of the most diverse boroughs in the country, our community takes strength in its diversity. The fairer future values embody the spirit of togetherness and collaboration that exists across our community. The borough has experienced significant change over the last decade with investment in new and better homes; thousands of jobs and apprenticeships created; improved health outcomes for residents; and our schools, once among the worst, now performing among the best in the country. This is a strong record of working together and gives us a solid platform to respond and emerge from the worst pandemic our community has faced in recent times.

18. More specifically, in July 2019 Council Assembly agreed a motion on '*Promoting Equality and Valuing Diversity*' in Southwark. The motion affirmed the importance of promoting and celebrating equality and diversity across the

borough, as well as responding to division and hate in all its forms. The motion articulated nine commitments and ambitions for the council to progress. Since the motion was agreed a number of actions have taken place, which are set out in more detail later in the report (paragraphs 151 to 158). More activity is planned that will align with the emerging recommendations of the Southwark Stands Together programme as set out in this report.

19. There is no room for complacency. Southwark Stands Together emerged out of the shock, anger and outpouring of calls for justice after the brutal death of George Floyd in the United States on 25 May that resounded across the nations and our own communities here in the UK. The proper revulsion which has been felt around the world in response has once again reminded us all of the need to constantly challenge ourselves as a council and community to tackle racism, injustice and racial inequality.
20. In this climate of a profound sense of loss of one man, many individuals and communities began to talk about and express their own experiences of racism, discrimination and the impact of many forms of inequality in their own lives, as a community and historically.
21. The Black Lives Matter (BLM) protests gathered momentum through the solidarity and support they received from people across the world; also with a desire to express themselves as part of a movement that stands against racism and racial inequality.
22. Prior to this movement being born the Coronavirus pandemic was spreading across the world. The virus has now taken the lives of hundreds of thousands of people. Alongside the hurt and pain of bereavement, another picture began to emerge of disparities worldwide around the mortality rates of Black, Asian and Minority Ethnic people.
23. To understand why such disparities exist requires much more work to be undertaken but the data from the UK bodies such as Public Health England (PHE) and the Office for National Statistics (ONS) shows that the impact of Covid-19 replicated and exacerbated existing health inequalities among Black, Asian and Minority Ethnic people leading to increased risk of death. The data also highlights correlations between a person's ethnicity and socio-economic deprivation, housing conditions and their occupation.
24. Both of these events made the global local in our lives. On 5 May and 16 June cabinet received reports that provided details of Southwark's local response and co-ordination efforts to Covid-19. As a community we pulled together, our action already demonstrating a bold new approach to delivering services, with organisations and volunteers working together to meet the complex, and multifaceted challenges our communities face together.
25. The reports to cabinet explained how Southwark worked to understand the impact of Covid-19 by looking at both the national and local picture to ascertain emerging patterns and support where needed. Nearly three-quarters of Covid-19 deaths occurred in hospitals and 20% in care homes. Older people, men, and people with underlying health conditions were disproportionately impacted and especially Black ethnic groups who were twice more likely to experience Covid-19 deaths than those from White ethnic backgrounds.

26. In order to develop a better understanding of the impact of Covid-19 on our residents we asked people to respond to a specific all resident Covid-19 impact questionnaire earlier in the summer. Over 1,396<sup>1</sup> people responded to questions. The emerging data highlighted particular impact for those from our ethnic minority communities.
27. On 12 June the Leader of the Council wrote to all residents to set out the details of the council's plan to respond to the killing of George Floyd and the injustice and racism experienced by our Black, Asian and Minority Ethnic<sup>2</sup> communities. He announced that Cllr Johnson Situ, Cabinet Member for Growth and Planning, would lead the council's work under the name 'Southwark Stands Together'.
28. Further, in receiving the report on 16 June, cabinet agreed to take forward a specific programme of work, under the 'Southwark Stands Together' banner to respond to the inequalities exposed by Covid-19 and other recent events, and articulated by the Black Lives Matter protests. Cabinet agreed that a report on the progress of this work be presented to cabinet in September 2020. Listening and engagement events commenced in the weeks following cabinet agreement.
29. On 1 July a cross party member and officer working group was set up, meeting fortnightly and chaired by Councillor Johnson Situ, whose purpose has been to steer the Southwark Stands Together Listening events and guide the work stream recommendations emerging from those events.
30. The member and officer working group agreed to organise the Southwark Stands Together activity under a series of 'work streams'. The work streams are:
- Employment and business
  - Education
  - Health
  - Culture
  - Communities
  - Interaction with the Police
  - Renewing and Reinventing the Public Realm
  - Council staff engagement.
31. Recommendations in this report have been organised in line with the above work streams. The recommendations are also set out in Appendix 1.

### **Southwark Stands Together online survey**

32. The Southwark Stand Together online survey received 1268 responses. Initial analysis of the results highlight that 70% of those from a Black, Asian and Minority Ethnic background have experienced racial discrimination in the last 12 months. Black respondents (83%) reported the highest amount of racial discrimination in the last 12 months, followed by Other (76%), Asian (69%),

<sup>1</sup> This was a specific resident questionnaire on the impact of Covid-19 and not the same as the Southwark Stands Together online survey referred to elsewhere in this report.

<sup>2</sup> **About BAME:** the abbreviation BAME is utilised as an umbrella term for Black, Asian, and Minority Ethnic. While the abbreviation will be used throughout the report when referring to all groups under the BAME umbrella unless pointed otherwise, it is important to acknowledge that the term may not always capture the individual experiences of all people, races and ethnicities in the group.

Mixed (53%), White Other (48%) and White British (29%). When compared with White British respondents, all other ethnic groups were more likely to have experienced racial discrimination because of their racial or ethnic background, colour or nationality in the last 12 months.

33. Over half (55%) of ethnic minority respondents thought that systemic and structural racial discrimination was a bigger problem than 10 years ago. Looking to the future, the majority of respondents, regardless of ethnicity, thought it was most beneficial to implement changes in areas of education (28%) and employment (22%). However, it is worth noting that many respondents identified the need for addressing multiple issues to support positive changes.
34. Initial analysis from the survey results highlights that no area was free from racial discrimination and the negative effects it has on our residents, underscoring the need for a borough wide approach under Southwark Stands Together. Detailed analysis of the online survey findings is currently underway, the outcomes of which will inform next step action planning.

### **KEY ISSUES FOR CONSIDERATION**

35. Southwark Stands Together activity has been organised under a series of 'work streams'. The work streams are: employment and business; education; health; culture; communities; interaction with the Police; renewing and reinventing the Public Realm; council staff engagement. Recommendations in this report have been organised in line with the above work streams and are summarised in Appendix 1.
36. Activity within, issues and learning arising out of each of the work stream will inevitably overlap (for example a focus on young people became very apparent across a number of work streams as did specific issues for children experiencing care). As action planning takes place following agreement of this report, any duplication in work will be minimised and complementarity across work streams enhanced.
37. The next section of the report briefly summarises the work stream activity to date. It sets out briefly what we have heard, including quotes to bring issues to life; highlights some of what we have learned so far (recognising that detailed data analysis is currently underway); and an initial view on how we can respond by way of recommendations for action.
38. Subject to agreement of the work stream recommendations and assessment of wider resource implications, officers will develop an action plan including milestones and lead accountabilities for agreement by cabinet.

### **Employment and business**

39. The employment and business workstream looked at the impact of racism, racial inequality and injustice in the workplace and labour market; and on business and the impact on entrepreneurs looking to start and run their own enterprises.
40. Two themed listening events were held. The first was on 23 July, which looked at the impact of racial inequality in the workplace, and on those seeking employment. The second was held on 30 July and explored issues around business, particularly on those looking to start or run a business. Combined, there were some 50 attendees in total.

41. In the listening exercise we heard from diverse voices on the range of issues faced, including:

*“Majority of sectors are managed by the whites. The conscious or unconscious bias makes it less likely for them [blacks] to be promoted because of the negative stigmas”*

*“Why is it you need a white sponsor to get through the door? You should be able to get in based on merit and your credentials”*

42. Initial analysis of the Southwark Stands Together online survey data highlights that two-thirds (66%) of ethnic minority respondents had experienced racial discrimination within their employment, three times more than White British respondents. One in seven (14%) of Black respondents reported experiencing discrimination all the time within the employment setting.
43. The survey results highlight that employment (and education) were the two main areas in which people experienced the most discrimination. For people who said that they had experienced discrimination in employment, nearly two-thirds thought their career was restricted (62%) and others described feelings of anger and frustration (61%). Over half of the respondents had lost confidence (59%), lost trust (54%) and were sad or depressed (54%).
44. One-third (33%) told us they had lost earnings as a result, with fewer respondents reporting no access to start up support (7%), unable to pursue business ideas (6%) or no access to loans (5%).
45. Further, we know from the health data on the impact of Covid-19 that a higher proportion of ethnic minority respondents reported a negative impact on their physical health, finances, employment and workload than White respondents.
46. The listening exercise identified barriers to recruitment and informed action to ensure equal access to work. For example perception of a glass ceiling, understanding cultural difference and disparities around employment opportunities. We were told that organisations in Southwark should have a workforce that reflects the diversity of the communities in which they operate, at every level. Businesses need to understand the impact of intersectionality (people have multiple identities and they overlap) on career progression.
47. We also heard about a perceived feeling of not being able to reach the top because of glass ceilings in the workplace and there is a need to better understand cultural differences in the workplace. Black Asian and Minority Ethnic employees said that they feel their background or identity can have an effect on the opportunities they are given compared to those from a white British background.
48. Entrepreneurs, particularly those who were looking to start their own business, talked about the difficulties accessing the right kind of support. Access to finance was highlighted as a particular frustration with many reported not being able to secure investment, including from traditional high street lenders. Access to networks and peers in business was also mentioned as a challenge for BAME entrepreneurs.

How can we respond?

49. On the basis of listening and learning to date, the following recommendations - targeted at the council and employers and partners, locally and across London - are proposed to deliver positive change:
- a. *Support residents from diverse backgrounds to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance.*
  - b. *Implement a structured work experience programme for young residents.*
  - c. *Work with employers to support them to adopt more inclusive recruitment and employment practices, aligning to the Good Work Standard; and to support delivery of this recommendation, work through key partnerships including employers that are linked with Southwark Works, Jobcentre Plus and others.*
  - d. *Explore how we can provide effective business support that is accessible to BAME-led SMEs, with a focus on; access to finance; developing networks and mentoring opportunities; supporting green businesses; supporting businesses that deliver health related outcomes; supporting those that promote other forms of social value.*
  - e. *Develop the council's procurement practices to be more inclusive.*
50. In taking forward the recommendations above, it is important to note that Southwark operates within a wider economic labour market across London. Actions will need to be cognisant of Southwark's role in the London economy, especially where organisations operate across a number of places. More specifically, the council already has in place a fairer future for all procurement framework and it will be important to build on good practice when developing onward actions and assigning accountability to such actions.

## **Education**

51. The education work stream looked at the experience of individuals who have faced racism, racial inequality and injustice in school and education settings. A roundtable event with parents took place on 21 July and a workshop with young people took place on 4 August. Both events were very successful and included a rich discussion on issues ranging from unconscious bias in exam results through to ongoing impact of Covid-19.
52. In the listening exercise we heard from diverse voices on the range of issues faced, including:
- "We need more training for those educating our children regardless of black or white. We need to be teaching them as a starting point that they should be treating others how they wish to be treated"*
- "Wishing to pursue a career in law, the career guidance teacher told me to consider shop work instead as I was aiming too high"*
53. From the online survey we heard that two-thirds (67%) of ethnic minority respondents reported experiencing racial discrimination in education, compared

to one-fifth (21%) of White British respondents. Half (53%) of respondents of Mixed ethnicity had experienced racial discrimination in education, followed by 48% of Black, 40% of Other, 38% of Asian and 17% of White Other ethnicity respondents. Half (50%) of respondents who had experienced racial discrimination in education reported it made them angry or frustrated and made them lose confidence. Almost two-fifths (38%) felt their educational opportunities were restricted.

54. Parents and carers reported greater negative impacts than those without children or caring responsibilities. People responsible for children reported a greater negative impact on their physical health, finances and workload than respondents without children.
55. The listening exercise highlighted marginalisation as the key issue with potential action around the review practice and use of school exclusions. For example the transition period between primary and secondary school is a time when young Black boys are at risk of being influenced by gangs and violence.

#### How can we respond?

56. On the basis of listening and learning to date, the council propose the following recommendations to deliver positive change:
  - a. *Work in partnership with schools, head teachers and education leaders to develop and implement a Southwark standard for professional development and teacher induction; using the experience and knowledge of BAME professionals in Southwark this will further our aim to address racial discrimination, unconscious bias and reflect cultural understanding across the school environment.*
  - b. *Develop a suite of resources in partnership with schools and other institutions to support the teaching of Black History and integrate the learning about black history throughout the year. It is important that this history reflects black British history and experience as well as providing a focus on Africa, Asia and the Americas.*
  - c. *Lobby the DfE and OFSTED to make fundamental changes to the national curriculum in England so that it is anti-racist, reflects the experiences of everyone who is learning in our school environments irrespective of race, as well as using the flexibilities already available in the national curriculum to develop and lead jointly with head teachers and school leaders a local inclusive and anti-racist Southwark curriculum.*
  - d. *Aspire to end all school exclusions by asking schools to share their data around external, temporary and internal exclusions including information on off rolling. This will enable us to build an evidence base that helps understand the experience of BAME students and develop a strategy that can help eliminate school exclusions for all.*
  - e. *Improve the experience of young people with respect to meaningful work experience; develop networks within and beyond school that provide advice and guidance and exposure to opportunities that helps them develop their aspirations and confidence and understanding linked to the world of work.*

## Health

57. The health work stream looked at race and health inequalities and the broader impact of racism, injustice and racial inequalities on the health and wellbeing of our community.
58. A listening event took place on 5 August involving residents, representatives from the local Public Health team, Public Health England (as was) and the local Clinical Commissioning Group.
59. In the listening exercise we heard from diverse voices on the range of issues faced, including:

*“Map services that are really needed, to find out what the gaps are for young people and for people needing mental health care.”*

*“We need to think about what services look like to the people accessing them”*

60. From initial analysis of the online survey, one-third (33%) of ethnic minority respondents had experienced racial discrimination in health and care services, compared to 9% of white British respondents. The ethnic groups who report the highest proportion of racial discrimination in health and care services were Black respondents (41%).
61. One-third (33%) of ethnic minority respondents had experienced racial discrimination in health and care services, compared with 9% of White British respondents. The ethnic groups who report the highest proportion of racial discrimination in health and care services were Black respondents (41%), followed by Other (37%) and Asian and Mixed (28%) ethnicity respondents.
62. Respondents from all ethnic minority groups were more likely to experience occasional racial discrimination in health and care services than White British respondents and a higher proportion of Black and Other ethnicity respondents reported experiencing racial discrimination regularly in this setting.
63. Half of respondents who had experienced racial discrimination in health and care services felt they did not receive the support they needed (55%), experienced loss of trust (53%) and were angry or frustrated (51%). Two-fifths (41%) had their health impacted and one-third (31%) said it affected their mental health.
64. The Southwark Covid-19 impact survey undertaken earlier in the summer found that one in four respondents have had Covid-19 infection themselves or know family, friends or colleagues who have. 24% of respondents had either tested positive for Covid-19 themselves or knew someone who had. However, more respondents knew family members, friends or colleagues who had tested positive for, or suspected, Covid-19 infection.
65. The largest negative effect of the Covid-19 outbreak and lockdown was on the social activities of respondents (91%), followed by their mental health (72%), physical fitness (62%) and family life (61%). One of the largest health impacts from Covid-19 was on older people but they also reported a lower impact on mental health than 35-44 year olds. There was a higher proportion of women reporting a negative impact on their mental health.
66. A higher proportion of ethnic minority respondents reported a negative impact on

their physical health, finances, employment and workload than White respondents. A similar proportion reported an overall negative impact on their mental health and family life but a higher proportion of respondents from an ethnic minority reported a large negative impact on these factors.

67. A higher proportion of disabled respondents reported a negative impact on their mental health, physical health, physical fitness than non-disabled respondents. A similar proportion reported an overall negative impact on their family life but a higher proportion of disabled respondents reported a large negative impact on this factor.
68. Mental health featured as a broad theme in the listening exercise with the key issue being disparities in access to services and the potential for action around identifying barriers to access.

#### How can we respond?

69. On the basis of listening and learning to date, the council proposes the following recommendations to deliver positive change:
  - a. *Develop a strong partnership approach across the whole health sector to address the wider health inequalities that disproportionately impact BAME communities and their physical, mental and emotional wellbeing.*
  - b. *Recognise that discrimination can occur in many different ways from front line to backroom functions and adopt and embed organisation wide approaches to improve the experiences of BAME patients in health and care.*
  - c. *Commission and co-produce health services and interventions with BAME communities.*
  - d. *Work with key partners to ensure health services and initiatives are culturally appropriate and accessible for BAME residents.*
  - e. *Increase the uptake of preventive programmes such as screening, health improvement and education (i.e. awareness, myth busting and health literacy) amongst BAME communities.*

#### **Culture**

70. The culture work stream looked at the impact of racism, racial inequality and injustice in the arts and cultural sector. It looked at how this impact is manifest in terms of the sector workforce and governance (i.e. who are the decision-makers and what opportunities for career progression are there, and for whom). The work stream also considered creative content and audiences (i.e. what gets produced, who gets to produce it and who gets to access and experience it).
71. The listening events considered the culture and communities work streams together and so, as a consequence, some of the highlights are repeated / cover both work streams.
72. A culture and community themed listening exercise was held on 21 July 2020. 40 people attended the event from the cultural sector, representing 27 organisations, including theatres, galleries, museums and educational

institutions across a wide range of genre and size, as well as individuals representing the freelance workforce.

73. Key themes emerging from the discussions were:
- Board Diversification. Participants felt there is a need to diversify the boards of cultural organisations; to educate existing boards about the business case benefits of diversification; to deliver unconscious bias training at all levels of organisations; to raise awareness about the nature of being a board member among a greater diversity of potential candidates; and to offer training and support for new trustees.
  - Career Progression. Participants felt there is a lack of career pathways or opportunities for progression within the cultural sector workforce. They wanted recruitment processes to be challenged in order that job opportunities attract a more diverse range of applicants.
  - Audience diversity and experience. Participants felt a need for visible and deeply-threaded representation throughout cultural organisations. Also, making a venue genuinely accessible to more diverse audiences was felt to be about more than just putting representative work on stage, but also about the full welcome and experience.
  - Artistic content. Participants felt there needs to be a recognition of the homogenous identities of cultural gatekeepers, curators and programmers; there is a sense of frustration that this leads to a 'saviour' complex around diversity; of white-led institutions 'doing culture to' others, rather than acknowledging that their culture already exists and giving that a voice.
  - Funding Contracts. Participants highlighted recurring questions about the leverage the Council might exert in its funding contracts with sector organisations to tackle the persistence of racial inequalities in all the areas under discussion.
74. The online survey highlighted that over two-fifths (44%) of ethnic minority respondents had experienced racial discrimination when 'out and about', one-third (32%) had in social spaces and one-seventh (15%) in cultural spaces. A higher proportion of Black respondents experienced racial discrimination in all three settings than White British respondents. A higher proportion of Black, Asian, Mixed and White Other ethnicity respondents experienced racial discrimination more than White British respondents whilst out and about.
75. Two-thirds (64%) of respondents who had experienced racial discrimination in any of the three areas of community and culture reported it made them angry or frustrated, with two-fifths reporting a loss of trust (40%), it making them sad or depressed (39%) and a loss of confidence (39%). One-third (33%) said it restricted their activities.
76. Turning to the Covid-19 impact survey undertaken earlier in the summer, the largest negative effect of the Covid-19 outbreak and lockdown was on the social activities of respondents (91%), followed by their mental health (72%), physical fitness (62%) and family life (61%).
77. The latest diversity report from Arts Council England (2018-19) showed that just

11% of the total workforce in National Portfolio Organisations (NPO) across the country comes from BAME backgrounds (versus 16% of the working age population). At manager level, this figure drops to 9%, while at board level the figure is 15%<sup>3</sup>.

78. A recent study in leadership diversity in the arts conducted by The Stage (January 2020) showed that 92% of the country's 50 highest-funded theatres are white.

#### How can we respond?

79. On the basis of listening and learning to date, the council proposes the following recommendations to deliver positive change:
- a. *Create a borough-wide programme, inspired by Arts Council England's Agents for Change model, that works with Southwark arts organisations to diversify their boards, thus ensuring that they represent the community and provide opportunities for growth and development for individuals in the sector.*
  - b. *Support career progression and pathways for people from BAME backgrounds in the cultural sector workforce, both at entry level (via funded work placement schemes) and into more experienced roles through funding BAME candidates' participation in leadership development.*
  - c. *Offer support to Southwark-based BAME artists for the research and development stages of creating new product, and work with local cultural organisations such as theatres and galleries to showcase this work; and increase the amount of artistic content commissioned from Black and culturally diverse artists*
  - d. *Embed the requirement for cultural organisations to develop and carry out a diversity improvement strategy as part of any Council funding or partnership agreements with cultural organisations in the borough.*

#### **Communities**

80. The communities work stream looked at how we work as together as a community, build capacity and create positive action for change to tackle racism, racial inequality and injustice. It considered the role of the voluntary and community sector and the role of culture in our community.
81. The listening event (21 July) for culture and communities work streams were therefore brought together and so, as a consequence, some of the highlights below are repeated / cover both work streams.
82. The Southwark Stands Together online survey highlighted that over two-fifths (44%) of ethnic minority respondents had experienced racial discrimination in the out and about, one-third (32%) had in social spaces and one-seventh (15%) in cultural spaces. A higher proportion of Black respondents experienced racial discrimination in all three settings than White British respondents and a higher

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<sup>3</sup> <https://www.artscouncil.org.uk/publication/equality-diversity-and-creative-case-data-report-2018-19>

proportion of Black, Asian, Mixed and White Other ethnicity respondents experienced racial discrimination more than White British respondents whilst out and about.

83. Two-thirds (64%) of respondents who had experienced racial discrimination in any of the three areas of community and culture reported it made them angry or frustrated, with two-fifths reporting a loss of trust (40%), it making them sad or depressed (39%) and a loss of confidence (39%). One-third (33%) said it restricted their activities.
84. When asked about the community and return to normal life in the Covid-19 impact survey, almost two-thirds (62%) of respondents were proud of how the local community had pulled together over the crisis. Over half (53%) of respondents felt positive about their contribution to the wellbeing of their community, with many not wanting things to go back to exactly as they were before the pandemic (59%).
85. Fewer respondents (43%) thought that services were there for people when they needed them. A higher proportion of ethnic minority, parent and carer respondents disagreed that services were there for people when they need them. A substantial number of respondents were not sure.

#### How can we respond?

86. On the basis of listening and learning to date, the council propose the following recommendations to deliver positive change:
  - a. *Work with our partners and participants in the Southwark Stands together listening activity, to develop a tool kit to improve our reach with BAME communities.*
  - b. *Review how we support and build local capacity and infrastructure through our empowering communities programme and resident involvement work; and in partnership with Community Southwark and Partnership Southwark to ensure that BAME voices are heard and their needs addressed; and that our communities develop strong networks and are better able to work collaboratively.*
  - c. *Work with the Organisation Transformation team to develop a series of learning and training sessions for all staff so people working for the council develop a better understanding of the communities that live in the borough and access the services we provide.*
  - d. *Work with resident involvement services to open up access to community spaces to a wider range of organisations.*
  - e. *Review our grant making and commissioning processes to remove any barriers to equal access to funding and delivery opportunities; to consider:*
    - *how targeted support can be offered to groups from BAME backgrounds, who have not previously accessed grant funding;*
    - *whether the way in which we structure our grant making enables or disables people to access these opportunities;*
    - *the support in place for people to access funding;*

- *our grant making and commissioning processes and requirements and the barriers these may generate.*

### **Interaction with the Police**

87. This work stream looked at how communities engage with and perceive the police, alongside a focus on addressing feelings of safety and race in the borough including experience and insight from young people.
88. A round table session taking place on 30 July with 41 attendees provided the opportunity to discuss the foundations for change in areas such as stop and search, the relationship between young people, families and police along with engagement, trust and confidence in policing. It was attended by senior police colleagues, local councilors, council officers, young people, community advocates and partner agencies.
89. The round table included hearing from the police and community organisations on both the challenges and current work underway to address relations between the police and the BAME community. A large part of the session involved thematic discussion within smaller groups in order to identify areas of priority and focus.
90. In the listening exercise we heard from diverse voices on the range of issues faced, including:

*“The police need some kind of evidence to carry out a stop and search...they are stopping people based on profiling”*

*“What is shocking is the aggression of the stop [and search] towards Black people”*

91. From initial analysis of the online survey half (50%) of Black and two-fifths (40%) of Mixed ethnicity respondents had experienced racial discrimination by the police. All ethnic minority respondents experienced racial discrimination more than White British respondents; with 6% of Black respondents reporting experiencing it all the time.
92. The most commonly reported impacts of racial discrimination by the police were a loss of trust (56%) and feeling angry or frustrated (55%). Two-fifths (44%) said it made them feel like a criminal, 36% said it made them feel like a statistic, 27% said it cost them time and money, 22% said their activities were restricted and 14% did not report a crime.
93. Black and Muslim men are more likely to experience stop and search by the police and there are perceptions of ingrained racism, police brutality and under representation of people from Black and Ethnic Minority communities in positions of power. Police brutality has been seen as a particularly US issue but the use of smartphones and social media are demonstrating that this is not just one off cases but a wider issue. We also heard that residents feel there is under representation of people from BAME communities in positions of power. A collaborative approach to policing was seen as potentially positive action to address and mitigate some of the challenges that were brought up through the listening exercise.

How can we respond?

94. On the basis of listening and learning to date, the council proposes the following recommendations – grouped into three themes – to deliver positive change:

*Building Trust between the Police and the Community*

- a. *Review current local stop and search monitoring arrangements to improve confidence in and understanding of policing strategy – including police conduct. (Police/Council)*
- b. *Develop a collaborative approach and a mutual awareness of cultures between police and communities. (Police)*
- c. *Look at existing positive engagement models and what works well and build on that model (e.g. police and schools officer). (Police/Council)*
- d. *Review and refresh the Independent Advisory Group to better reflect the diversity in the borough. (Police)*
- e. *Form a Youth Independent Advisory Group to work together with the police and other organisations to influence policy in the borough. (Police/Council)*
- f. *Have regular dialogue with young people, the police and councillors using a young person format that was established during lockdown – online and face to face opportunities/events should be used. (Council/Police)*
- g. *Involve young people with lived experience in Independent Advisory Groups; where these groups already exist asking them to provide insight to improvements that can be made across both policing and wider community safety. (Police/Community Safety)*
- h. *Co-produce a young person/community friendly guide relating to stop and search delivery and an individual's rights and recourse when stopped and searched. (Police/Community Safety)*

*Police visibility and accessibility*

- i. *Improve communication strategy linked to Community Safety and Policing reporting good news stories as well as the negative ones. (Police/Council)*
- j. *Better use social media to engage the community – learning from young people. (Police/Council)*
- k. *Put in place state of policing in the Borough events - Question and answer sessions which are published / filmed; this will be a twice yearly session with the Lead Member for Community Safety & Public Health and Borough Commander which covers policing and community safety. (Police/Council).*
- l. *Develop more informal interaction, personable side (social media accounts 'Twitter') for police Senior Leadership Team, and 'neighbourhood cops'. (Police)*
- m. *Review communications channels with the Borough Commander to utilise existing communication structures e.g. Southwark Life, newsletters to residents, emails to Southwark Council staff, NHS staff so people are more informed of their activity. (Police)*

*Police develop a better understanding of the communities they serve*

- n. *Create a programme of multi-agency training to include trauma informed practice and restorative justice training for all partners and the community; giving a learning environment where people can relax and get to know each other. (Council/Community Safety Partnership)*
- o. *Review best practice in BAME staff in recruitment and retention of officers, specials and also cadets. (Police)*
- p. *Build more confidence in young people to join and have representation of specials throughout the ranks. (Police)*

- q. *Look at models of community engagement being delivered across the UK (Good practice in Durham, Lewisham, Greater Manchester, Thames Valley) and use them in Southwark. (Council)*
- r. *Better police officers' understanding of community organisations and their value to policing and link in better with them across the Borough. (Police/Council)*
- s. *Ensure attendance of neighbourhood senior officers' at the multi faith forum working group on youth violence. (Police)*
- t. *Build relationships with the person behind the uniform – work being done with youth groups and police officers in plain clothes showing their human side. Helps both sides understand each other better. (Police)*

### **Reinventing and Renewing the Public Realm**

95. In June, and in direct response to the Black Lives Matter protests, the council made a commitment to undertake an anti-racist audit of the borough. The aim was to identify statues, street names and uncover any other links with slavery, as well as using the opportunity to honour more diverse people. This work stream broadened that work out to look at what is required to renew our public realm so that we positively embed change that celebrates diversity and is unashamedly anti-racist in its approach, design and delivery.
96. To initiate this important work stream a Community and Panel Debate was undertaken on 20 August 2020. There were 103 attendees with 6 panelists and the debate was chaired by Councillor Johnson Situ. Key points raised during the constructive debate included:
- Understanding the factors that contribute to making a good public space, including how spaces are used by different groups;
  - Reviewing policy and funding to involve the community in developing successful public spaces and reinventing the public realm, including the need for trust in communities to make decisions regarding the public realm and creating community ownership;
  - The importance of effective engagement with young people and the community as a whole in designing and creating good public spaces;
  - The importance of empowering different groups so that spaces can be used effectively by all and as spaces to bring people together;
  - Exploring the types of public art and statuary that people would like to see more of in Southwark, and the importance of green open spaces.
97. We heard that the things that make a good public space include good green space. The established gardening project at Melior Street, which Team London Bridge run with Putting Down Roots, is really successful working with the community, organising local volunteering for the community and residents and supplying food to local restaurants.
98. We were told that the community should be given scope to effect change through the design and treatment of all aspects of the public realm and it was seen as important to reclaim and redress a historic environment, not simply removing anachronistic representations in the more visible commemorative

monuments.

99. Residents told us paid youth workers are needed to engage with young people and ask them what they want from the public realm. Young people are moved on from one public space to another and there is a lack of safe spaces that they feel they can spend time in. As a result young people need to be engaged in the whole process of designing our public spaces.
100. We heard that a successful public space needs many users dependent on how much time they have to contribute to the public space. This needs careful design which is fair and inclusive, financially supported and includes training. Lack of training can result in some of the problems in how spaces are managed, governed and maintained.
101. We were told that residents would like to see more inspirational pictures to highlight positive role models. A good example was the Peckham Portraits outside the PeckhamPlex and Mountview.

#### How can we respond?

102. On the basis of listening and learning to date, the council wants to use the renewal of public realm work stream to provoke conversation and greater interactivity among the public with our statues and public spaces and proposes the following recommendations to deliver positive change:
  - a. *Agree proposed framework and decision-making criteria to be used for the Anti Racism Public Realm Audit. This is to be in line with the London Wide approach to be outlined by the Mayor's Commission for Diversity in the Public Realm.*
  - b. *Develop an engagement plan to generate debate and discussion and gain the views of the community, hard to access groups and, in particular, young people. This will be linked to an education programme that will raise awareness of the issues of racism and imperialism surrounding the public realm and develop skills in interpretation of the built environment public realm.*
  - c. *Review the naming, public art and built environment policies to ensure that they reflect and contribute to the community and council's vision for a diverse and inclusive public realm identifying future opportunities to ensure that our built environment celebrates the diversity of our communities.*
  - d. *Use Peckham Library Square project as a pilot scheme to establish best practice for incorporating representation, inclusion and diversity in future public realm and capital projects.*
  - e. *Identify for consideration further public realm and art capital projects that would use the best practice developed from the above recommendations*
103. The council is also exploring ways of using its design commissioning, procurement practices and its schools and development networks to improve the diversity of the architecture profession to better reflect the diversity of Southwark's population. Work is underway to formalise approval for the council to become a Constituent Member of the London Housing Consortium (LHC) procurement consortium and participate as a member of the LHC Joint

Committee and support the Open City Accelerate 'Dare to Design' programme. The purpose of 'Dare to Design' is to work in partnership with Open City Accelerate and the LHC architects framework to seek to promote routes into the architecture profession for young people from under-represented backgrounds in the borough.

### **Council staff engagement**

104. Our staff are our greatest asset. In the face of one of the most challenging circumstances brought about by the Covid-19 pandemic, staff again demonstrated their skill, ability and heart in supporting the community, especially those most vulnerable.
105. Our staff, some of who are also our residents, have had their own experiences of discrimination. This work stream has focused on the opportunity for staff to share their experience in a safe space as well as look to the future in recommending how the council needs to change and adapt to ensure we are continuing to challenge ourselves in tackling racism, racial inequalities and injustice.
106. We have valued the input of our trade unions and staff networks who have shown authenticity, commitment, energy, enthusiasm and rightly challenged us in how we design our engagement to amplify staff voices in this programme. We will continue to work closely with them to ensure we are best able to reach the widest audience amongst our staff so that everyone has an opportunity for their voice to be heard.
107. Engagement with our staff on Southwark Stands Together commenced with our July wellbeing survey. We took the opportunity to ask colleagues how they had been affected by the death of George Floyd, the subsequent renewed focus on the Black Lives Matter movement and the emerging disproportionate impact of Covid-19 on those communities and the extent to which it had affected their wellbeing.
108. 71% of respondents agreed that the events have made them more alert to the experiences of injustice, inequality and racism that friends, family and colleagues face. 40% told us that the events have triggered their own experience of injustice, inequality and racism and 55% agreed that the events have led them to seek to learn more about race and inequality. Colleagues aged 16-24 years old are far more likely to have conversations about race and inequality.
109. Listening exercises for staff commenced in August. This started with an independently facilitated series of Listening Circles, provided as a safe space for Black, Asian and Minority Ethnic staff particularly affected by recent events to share their own lived experiences in a supportive environment.
110. The listening circles have provided us with valuable insights in order to prioritise and then design focus groups around key areas of concern to staff. The support for colleagues has been welcomed, recognising that discussing personal experiences of racism can be traumatic and triggering. During the sessions, we make sure that attendees are aware of the counselling available through our occupational health provider, group sessions on managing anxiety and our mental health support and training.

How can we respond?

111. Follow-up focus groups will take place during September and will undertake a 'deeper dive' with colleagues to hear their experiences as they relate to systematic racism across the employee lifecycle. These insights, coupled with analysis of our workforce data and research into best practice will inform improvements to our people management practices in areas such as recruitment, career progression and management of grievances.
112. In particular we have valued the input of our trade unions and staff networks to date and will continue to work closely with them to ensure we are best able to reach the widest audience amongst our staff so that everyone has an opportunity for their voice to be heard.
113. Recognising that our engagement with staff will continue into a further phase of focus groups, the following recommendations for positive change are proposed:
- a. *Renew our commitment to equality and anti-racism with refreshed and on-going internal communications and engagement activities. Themes will include but are not limited to ally-ship, white privilege, gas-lighting, micro aggressions and incivilities.*
  - b. *Work with an Equality, Diversity and Inclusion (EDI) partner in the next phase of staff engagement.*
  - c. *Review workforce statistics and work with the EDI partner on the creation of targets and measures to build a more inclusive workforce at all levels.*
  - d. *Look at our corporate learning and development offer and review our workforce development schemes including career progression, coaching, mentoring and reverse mentoring.*
  - e. *Review our engagement strategy with all staff with a view to create more dynamic two-way communication channels between staff, trade unions and workforce leads on highlighting opportunities and also areas of concern to ensure our support is appropriate and targeted.*
  - f. *Embark upon an on-going re-training and re-education programme of our leaders and managers so that they understand the critical role they play in addressing racism, structural racism and injustice in the workplace. We want to ensure our leaders are actively anti-racist.*
  - g. *Use the outcomes from the focus groups to inform the review and, where appropriate, revision of the council's employment policy and procedures.*
  - h. *Use the outcomes of our listening circles, up-coming focus groups and on-going engagement activities to inform a workplan which will include measurable objectives and outcomes, reporting back progress in October 2020.*
  - i. *Ensure there is always a safe space in which staff feel they can share their lived experiences of working at Southwark free from any repercussions.*
114. It is important to note that, for now, we are listening to staff and re-establishing a safe space in which staff feel they can share their lived experiences of working at Southwark free from any repercussions.

### **Young People's Voices**

115. Three events were organised with a focus on young people. The first of these was organised by Southwark Young Advisors in June 2020 following the murder of George Floyd which had participation from around 70 young people. This event was an opportunity for young people to speak directly to Southwark decision makers in a question and answer panel discussion format.
116. The panellists included Cllr Johnson Situ, cabinet member for Growth, Development and Planning, Cllr Evelyn Akoto, cabinet member for Community Safety and Public Health and Colin Wingrove, Southwark Police Borough Commander. Young people had the opportunity to ask questions of the panel members to gain better understanding of how these authorities work, what their priorities are and how they intend to respond to the Black Lives Matter movement.
117. The second event was organised by the council's education department and invited specialist young people to a roundtable discussion on education. These young people were invited due to the fact they have gone through the secondary school education system in Southwark and for their involvement in the local community. Nine young people attended, seven of whom are former Southwark Youth Council members and two who are Southwark Scholars who have gone through or are currently at university.
118. The third youth focused listening event took place on 24 August with a focus on listening to young people's experiences and ideas for solutions. This event explored the impact of racism, injustice and inequality that young people experience in the areas of employment, health and wellbeing, policing and community and culture. The listening exercise highlighted racial discrimination as the key issues and the need for inclusive community spaces for young people.

### **Children and young people with care experience**

119. Southwark children in care and care leavers have spoken of their experience of racism, discrimination and injustice in society and have asked for their voice to be heard. They have told us how their personal circumstances can make them feel vulnerable, navigating life, and how deeply they reflect on identity and belonging – that racism, discrimination and injustice hurts deeply and needs to be tackled.
120. Through Southwark Stands Together the council wants to make a clear commitment to supporting our children in care and care leavers. In practice, and alongside the recommendations above, this could look like:
- a. Enhanced learning and development for foster carers on the needs of BAME children in care;
  - b. A bespoke training programme for social care staff to build on the anti-discriminatory practice training that social workers already undertake as part of their professional training;
  - c. Placement sufficiency (strategy) review and action plan including key aspects of cultural competence and the experience of BAME children in care
  - d. Review of assessment model(s), particularly parenting aspects, to ensure it

fully considers structural issues, social injustice and is not inappropriately Eurocentric

- e. A programme of learning about Black History to be developed and promoted for children in care and other groups, for example those involved with Youth Offending Services
- f. Further work with children in care, care leavers and families on how, together, we can tackle the causes and conditions of racism, discrimination and injustice.

### Next steps

- 121. Following cabinet agreement in June to take forward the Southwark Stands Together programme of work, the Chief Executive put in place additional senior level capacity and oversight, with the establishment of a programme lead. Following a successful internal recruitment, the programme lead was appointed and came into post at the end of August, just ahead of publication of this report.
- 122. The findings, recommendations and actions arising from Southwark Stands Together will inform the council's approach to organisational renewal, and so the programme lead will report to the Director of Response and Renewal within the chief executive's office. It is therefore important going forward to ensure that council officer governance appropriately reflect the right level of ownership, accountability and delivery of actions.
- 123. As stated earlier in the report, on 1 July a cross party member and officer working group was set up, chaired by Councillor Johnson Situ, whose purpose has been to steer the Southwark Stands Together Listening events and guide the work stream recommendations emerging from those events. The group has met fortnightly, meeting five times in total, receiving regular progress reports on activity across each work stream and providing constructive input into onward work.
- 124. Having a cross section of members and officers has proved invaluable in developing the emerging recommendations and it will be important that any future governance arrangements ensure there is continued cross-council and partner input into action planning, monitoring and review.
- 125. The high level timeline below summarises some of the key next steps and how the Southwark Stands Together programme is incorporated into the council's policy and budget framework (i.e. Council Plan and budget process). Further detail will be set out as part of the roadmap and action plan.

Action	Date
Work stream recommendations agreed and adopted by cabinet	8 September
Incorporate work stream recommendations into refreshed Council Plan as appropriate	September/October (6 week consultation period of Council Plan)
Further qualitative and quantitative analysis survey work and from summer listening exercises	End September
Focus groups with council staff to undertake a 'deeper dive' to hear their experiences as they relate to systematic racism across the employee lifecycle	September/October

Roadmap and action plan presented for agreement to Cabinet	October
Engagement plan developed across each work stream, in line with roadmap and action plan	October
Assessment of any future resourcing implications as part of the council's budget setting process (including any agreement as part of the policy and resources strategy reports to Cabinet)	From October
Refreshed Council Plan for recommendation to Council Assembly	25 November

## Policy implications

### Summary of policy context and legislation

126. The Marmot Review 2010 was an investigation into health inequalities published in February 2010. The aim of the Review was to develop a strategy to identify and address social factors related to health inequalities. The key findings highlighted differences in life expectancy between people living in rich and poor neighbourhoods with the latter more likely to live with a disability and have a decreased life expectancy of on average 7 years than people living in richer areas. The report clearly linked a person's social and economic status to their health outcomes.
127. A complicated collaboration of key social factors involving education, housing, income, social isolation and disability are seen to be producing health inequalities in communities. Many of these inequalities were deemed preventable and the 'invisible' costs around tackling these across the UK were estimated at nearly £40 billion. The Review suggested that cross cutting interventions specifically around living conditions, income education and the wider community were required.
128. An assessment of the original objectives was carried out by the Marmot Review 2020. This suggested a trajectory around health inequalities outlining that people would spend more of their lives in poorer and declining health with greater polarisation between wealthy and deprived geographical areas impacting on life expectancy.
129. In response to the data highlighting the disparities of Covid-19 mortality rates amongst the Black, Asian and Minority Ethnic communities and the evidence that links this to socio-economic deprivation, the Health Foundation noted that there is *"sadly nothing new and people living in the most disadvantaged areas are 2.2 times more likely to die from Covid-19"*. These reports show that inequality has increased and worsened during the pandemic across the country and there is more to do in terms of meeting the original objectives of the Marmot Review.
130. The Stephen Lawrence Inquiry report recommendations were published in February 1999 after the murder of Stephen Lawrence. The report focused on the investigation into Stephens's death in order to identify lessons to be learned for the investigation and prosecution of racially motivated crimes. A national debate about policing and racism emerged during this time, following publication of the report, after the inquiry found that the underlying cause of the police failure has been found to be *"not purely incompetence, but institutionalised racism"*.

131. In total 70 recommendations with a view to 'zero tolerance' for racism aimed at affecting change within the police force and wider institutions in society were put forward. Further recommendations focussed on the improvement of police processes and internal reviews of their own polices such as the change in the recording of an incident. There were additional specific recommendations around developing guidelines for working with both victims and witnesses and changes to the Police Disciplinary and Complaints procedures.
132. Wider recommendations were aimed at amending the national curriculum so that a greater emphasis and value was placed on cultural diversity. Similar to the Marmot and Lammy reports that were to follow, the Stephen Lawrence Inquiry report found that the issues around racism were much more prevalent in wider society and replicated and reflected in other structures such as housing and education.
133. 20 years after the report's publication - regarded as a watershed moment in race relations – came new legislation in the form of the 1998 Crime and Disorder Act. This was followed by the amended Race Relations Act (1999), and a specific duty for public sector bodies around outlawing direct and indirect race discrimination and the duty to promote equality of opportunity and good relations between people from different racial groups.
134. The legal framework for the Public Sector Equality Duty was laid in the new Equality Act 2010. Compared to specific earlier legislation many saw this as a 'downgrading' of the PSED during a time of austerity, alongside the diluting of the teaching of history and the celebration of diversity.
135. The Lammy Review was published in September 2017 as part of an independent review of the treatment of and outcomes for Black Asian and Minority Ethnic people in the criminal justice system. It reviewed both the adult and youth criminal justice system and for the first time reviewed and scrutinised data and evidence that had not been previously made publicly available.
136. The Lammy Review introduced the newer focus of 'unconscious' or 'implicit bias', looking at the notion that people may act on prejudices that they may not be aware of. Lammy highlighted that Black and Asian groups were over-represented in the criminal justice system, and that there was also variance and complexities around this. For example in education, Indians, Chinese and Black Africans did better than Black Caribbean, Mixed and Pakistani individuals. Also, disparities were noted amongst the Gypsy Roma and Traveller (GRT) groups with a steady increase in the rise in the number of Muslims incarcerated at the time of the publication of the report (2017).
137. Similar to the Marmot Review, Lammy also highlighted key social determinants that led to disproportionality and inequality. Many of the groups that were over represented within the criminal justice system also had similar backgrounds that reflected poverty, lone parent families and schools exclusions. Further disproportionality existed between the sentences of Black and White drugs offenders even when the criminal history and backgrounds were similar.
138. Lammy focussed on 3 key principles. Firstly the implementation of a strong system to ensure fair treatment including greater examination of decision-making. The second and third principles involved the rebuilding of trust between Black, Asian and Minority Ethnic communities and the criminal justice system and the need to work wider than just the criminal justice sector by involving the

wider community.

139. The Ouseley Review in July 2001 was an independent study of race relations in Bradford. The review commissioned by the council and other organisations in the community were asked to find out why the local community was so fragmented and how it could improve race relations and increase equality of opportunity for all. The review suggested deep changes of attitude were needed across place and a programme of listening and learning in order to develop change. Greater social and racial integration needed to be achieved and similar to the Stephen Lawrence Inquiry report recommendations there was a call for an understanding of diversity within local community – in this case within employment.
140. Ouseley called for a vision of unity and greater connectedness as part of a grassroots approach and coined the phrase ‘parallel lives’ referring to a divided community that rarely crossed lines of interaction. Cattle continued the use of this term in his 2001 investigation of the riots and adopted the phrase community cohesion, which moved away from segregation to building better relationships.
141. In ‘Kindness, emotions and human relationships: The blind spot in public policy’ produced by the Carnegie UK trust, public bodies are encouraged to take a new look at relationships with the communities we serve. The central premise is a call for ‘kinder’ polices and engagement by public services in both understanding and meeting the needs of their residents. The research highlights that kindness emotions may be ‘disruptive’ in a local authority context but the risks of not engaging effectively and sensitively using this approach far outweigh any perceived disbenefits. In 2019 the faith leaders across Southwark that were engaged in the Faith Strategy also expressed the need for the council to develop ‘kinder polices and approaches’ in working with faith communities.
142. The impact of Covid-19 has highlighted greater concern for the digitally excluded as many services went forced to move online; the emphasis on digital can lead to a greater ‘disconnect’ between local authorities and disengaged communities and residents. This report highlights the need to re-build stronger trust and confidence within our communities. It is about listening to vulnerability and being able to manage emotional responses that truly mean we treat our residents as if they were members of our own family. Covid-19 and the impact of racism has highlighted loneliness and isolation for individuals, families and communities. As council officers kindness in public policy is key as we may be the only ‘family’ people get to see.

#### Southwark Framework for Equality

143. The Council has been reviewing how to improve and strengthen its work and commitments to promote equality and value diversity. A Southwark Framework for Equality is being developed to replace the 2014 Approach to Equality. This Framework will include revised tools for implementation such as equality impact and needs analysis, strengthened equality governance, links to the revised Approach to Community engagement and a toolkit.
144. In addition the Framework will have links to equality and diversity training, the workforce equality plan and bespoke guidance such as Planning, Social Regeneration and Equality, which is currently being finalised, as well as links to the Council’s Fairer Future For All Procurement framework.

145. The intention is to use the principles from the Equality Framework for Local Government (previously known as the Equality Standard for Local Government) to help develop a bespoke Southwark Framework for Equality, which will include and build upon the Public Sector Equality Duty commitments and the Council Plan, fairer future for all approach.
146. The core elements of the Southwark Framework for Equality will include: Leadership and Organisational Commitment; knowing your communities and equality mapping; involving your communities, place shaping and partnerships; responsive, accessible and appropriate services and customer care; a skilled and diverse workforce; commissioning, procurement and equality. It is proposed to complete work on the Southwark Framework for Equality by the end of the year.
147. The Southwark Diversity Standard was initially developed to complement the Southwark Approach to Equality. The council agreed to review the 2015 Diversity Standard with key partners to ensure that it remained relevant and a useful tool to deliver the aspirations we and our partners have for Southwark as a place that is committed to equality of opportunity, respect for diversity and preventing unlawful discrimination towards customers, service users and residents.
148. In addition, and following agreement of the Southwark Framework for Equality, it is proposed that the council undertake an equality audit of services, including policies and procedures using the Southwark Framework for Equality to frame the process. This work would further inform the Southwark Stands Together programme and annual equality reporting to help implement requirements of the Public Sector Equality Duty.

#### Southwark Equality, Cohesion and Diversity Charter

149. The council proposes to replace the 2015 Diversity Standard with a Southwark Equality, Cohesion and Diversity Charter. The aim of the charter is to provide clear communication to staff and external partners about current council commitments to promote equality and value diversity as aligned to the Council Plan. The aim is also that the charter works and acts as a possible model for outside organisations and partnerships working with the Council.

#### Progress since Council Assembly Motion on Promoting Equality and Valuing Diversity

150. In July 2019 Council Assembly agreed a motion on '*Promoting Equality and Valuing Diversity*' in Southwark. Since the motion was agreed a number of actions have taken place, which are set out in the following paragraphs. More activity is planned that will align with the emerging recommendations of the Southwark Stands Together programme as set out in this report.
151. A draft hate-crime local action plan was published on the council website. The agreed phase of engagement with communities and residents took place and despite a period of significant disruption due to Covid-19 restrictions, approximately 105 individuals were engaged with through this process, with sessions taking place in partnership with a range of community and voluntary partners. The plan will be reviewed and refreshed in the light of the Southwark Stands Together programme. Further engagement and discussion with community organisations will take place through the autumn.

152. Officers in the Culture team and elsewhere worked to support a wide range of positive events and activities across the borough during the year, which reflect the richness and diversity of communities. The Council's Cultural Strategy, *Creative Southwark*, sets out the Council's commitment to protect and grow Southwark's rich cultural sector, and support everyone in the borough to access the diverse arts and culture offering on their doorstep. More work will be carried out as part of the Southwark Stands Together programme.
153. Following agreement of the motion the Education Standards team have carried out a wide range of work with schools. Southwark schools have undertaken positive activities through the year that promote tolerance and diversity and counter hate and harm of all kinds. In relation to hate-crime specifically, the Southwark Prevent team has provided positive support and guidance to 95 schools, colleges, and other settings. Up to 2,700 young people in Southwark schools have had access to a positive project session that raised awareness of hate-crime and/or promoted tolerance and respect for difference.
154. A commitment to press the government on misogyny driven attacks has already been incorporated as a commitment within Southwark's hate crime local action plan with further work to take place to lobby on this point. It is proposed that the most impactful time for any such intervention to take place is once the Law Commission's much-delayed official consultation into this issue has been launched.
155. A proposal was made in the motion on diversity champions and further work is taking place with a cross political party group of members. The equality framework and *Southwark Equality, Cohesion and Diversity Charter: Promoting Equality and Valuing Diversity* is planned to be presented to Cabinet in October 2020, to ensure that the work reflects the outcomes of the *Southwark Stands Together* listening events.
156. The Mayor's Office will be taking forward the commitment on recognising those who have worked to make Southwark a more integrated and tolerant place in time for the next round of the Civic Awards.
157. Many parts of the council work in partnership with TfL, as well as Mayors Office for Policing and Crime and National Rail, to improve the reporting of, and response to, incidents of disorder and criminality on the public transport network across Southwark. This has included awareness raising activities undertaken by British Transport Police in partnership with the council at London Bridge Station in October 2019 to coincide with National Hate Crime Awareness Week. This reached more than 100 commuters and residents with positive messaging.
158. The council has signed a Memorandum of Understanding with Native Land, which will seek to identify a LGBTQ+ occupier for their cultural space to be delivered as part of the Bankside Yards development. An open and transparent process will be undertaken with proposals sought from qualifying occupiers from across the UK for the 25 year lease. This will commence early in 2021. A number of recommendations have also been incorporated into planning policy that aim to provide a broad range of benefits to the diverse LGBTQ+ community and support venues.

#### Other emerging national policy considerations

159. On 16 July 2020 the government launched the Commission on Race and Ethnic

Disparities. This Commission will review inequality in the UK and focus on the key areas highlighted over the last 20 years such as poverty, education, employment, health and the criminal justice system. It will work to develop greater opportunities and fairness for all people in the UK. It will aim to understand why disparities highlighted through the Covid-19 mortality rates and wider inequalities exist and identify the barriers faced by people from different backgrounds. The Commission is expected to report on its findings towards the end of the year.

160. Further, in August this year the government created a new National Institute for Health Protection (NIHP) that will replace Public Health England (PHE). Alongside public health protection, the NIHP will also be responsible for infectious disease capability and working to ensure improved capability around controlling infection diseases and pandemics through data sharing, alert levels and tackling border challenges.

### **Community impact statement**

161. The three main pieces of primary research that this report looks at are the Southwark Stands Together survey and listening exercises and the Covid-19 Impact Survey. 70% of those from an ethnic minority in Southwark have experienced racial discrimination in the last 12 months and the impact of day to day experiences will have a mental and physical effect. The evidence shows that discrimination is linked with mental health and poorer health conditions; this combined with other forms of inequality are worsened by housing conditions and socio-economic deprivation.
162. All of the policy reports referred to highlight exacerbated and common health issues and impacts from racism, school exclusion and years of experiencing inequality as well as the impact of Covid-19. Marginalisation in education was a dominant theme not just in education but something that sets the trajectory for future aspirations in health, employment and interactions with the criminal justice system.
163. Two thirds of BAME people reported discrimination in education and, as the Lammy review states this was a familiar pattern whereby a majority of the same young people end up in the criminal justice system. In the listening exercises, multiple residents reported trauma and anxiety of negative interactions with the police. The longevity and on-going trauma and lack of confidence in policing had much longer-term impact for the lives of young Black people in particular.
164. One-third (33%) of ethnic minority respondents had experienced racial discrimination in health and care services, compared to 9% of white British respondents. Respondents expressed experiencing further challenges around accessing council services. The national data highlights that BAME women experience poorer outcomes during pregnancy and childbirth than white women with BAME babies being amongst the highest mortality rates - again linking to socio-economic deprivation. More research is needed on identifying the factors that lead to these outcomes.

### **Consultation**

165. In June cabinet set out Southwark Stands Together as a programme of work to respond to the inequalities exposed by Covid-19 and other recent events, and articulated by the Black Lives Matter protests making clear that there needed to

be tangible outcomes to report back to Cabinet in September. The immediate goal was to deliver a listening exercise with communities across the borough, and our staff, to hear their concerns, and identify solutions to address entrenched and persistent racism and injustice.

166. To deliver the first stage of Southwark stand together included working with our staff, external partners, businesses and organisations across the borough to ensure that we listened to the lived experiences of our Black Asian Minority Ethnic communities and followed this with action to tackle racism and build a better, more equal Southwark.
167. Officers worked with the Consultation Institute which helped to shape our thinking about the approaches being multi layered, involving, explorative, discursive, deliberative and include a significant element of co-production. These elements facilitate the delivery of our objectives and principles such as building trust, working collaboratively, building connectivity and being inclusive.
168. The methodology for this work therefore is built around a five step process. The listening events form the first phase of our approach as part of a five step engagement process which involves finding out and exploring what needs to change; early development of the solutions and road map; confirmation of the road map/action plan; collaboration on how do we make this happen to further inform action planning; evaluation and review.
169. At least 1,500 different individuals took part in this first phase of the listening exercise. This was across a Southwark Stands Together survey involving 1268 participants, four open listening events, 11 roundtable events, three young peoples events and two outreach sessions.
170. To build confidence among our BAME communities and more widely is about engaging with people about the outcomes of their involvement in the listening events. The goal will be to make sure that everyone who took part can know a number of things. These being: what we are going to do as a consequence of the listening events; how our decisions relate to what they have shared and told us; what are we prioritising and why; what are the ongoing opportunities to shape the next steps.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy [20200901/NBC/v1]**

171. The Localism Act 2011 gives councils a general power of competence whereby they have power to do anything that individuals generally may do. This power can be used even if legislation already exist that allow a local authority to do the same thing. However the general power of competence does not enable a local authority to do anything which it is unable to do by virtue of a pre-commencement or other limitation.
172. When making its decision, section 149 Equality Act 2010 requires that the decision maker must have due regard to the need to eliminate discrimination other prohibited conduct and advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not. Information about the council's assessment of the performance of this duty is set out in the body of the report.

### **Strategic Director of Finance and Governance [FC20/005]**

173. There are no financial implications arising directly from this report in of itself. Costs of the programme to date have been contained within existing budgets. Any financial commitments arising from next step action planning will be subject to future reports and associated decision making processes that form part of the council's policy and resources strategy process.

#### **Reasons for Lateness**

174. The report is late because the current round of listening exercises only concluded on 24 August 2020. Further, the member and officer working group were only able to consider and input into emerging recommendations at their meeting on 27 August 2020. Officers therefore needed time to consider this feedback ahead of drafting the work stream recommendations set out in Appendix 1.

#### **Reasons for Urgency**

175. The report is urgent because a detailed roadmap setting out key actions, measures and metrics is planned to come to cabinet on 20 October. It is therefore important, in maintaining pace on action and onward engagement, that Cabinet agree the emerging work stream recommendations in advance of that time; this is the first available cabinet to receive those recommendations.

### **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Southwark Stands Together work stream recommendations
Appendix 2	Southwark Stands Together engagement analysis
Appendix 3	Health Impact Analysis – Summary
Appendix 4	Equality Impact Analysis

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Johnson Situ, Cabinet Member for Growth, Development and Planning	
<b>Lead Officer</b>	Stephen Gaskell, Director of Response and Renewal	
<b>Report Author</b>	Jas Baddhan, Equality, Diversity and Inclusion Programme Lead Stephen Gaskell, Director of Response and Renewal	
<b>Version</b>	Final	
<b>Dated</b>	3 September 2020	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		3 September 2020

### Appendix 1. Southwark Stands Together – Work stream recommendations

Ref	Work stream / Theme	Emerging Recommendations	Workstream Officer Lead
01	Employment and Business	<ul style="list-style-type: none"> <li>a. <i>Support residents from diverse backgrounds to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance.</i></li> <li>b. <i>Implement a structured work experience programme for young residents.</i></li> <li>c. <i>Work with employers to support them to adopt more inclusive recruitment and employment practices, aligning to the Good Work Standard; and to support delivery of this recommendation, work through key partnerships including employers that are linked with Southwark Works, Jobcentre Plus and others.</i></li> <li>d. <i>Explore how we can provide effective business support which is accessible to BAME-led SMEs, with a focus on; access to finance; developing networks and mentoring opportunities; supporting green businesses; supporting businesses that deliver health related outcomes; supporting those that promote other forms of social value.</i></li> <li>e. <i>Develop the council's procurement practices to be more inclusive.</i></li> </ul>	Danny Edwards, Local Economy
02	Education	<ul style="list-style-type: none"> <li>a. <i>Work in partnership with schools, head teachers and education leaders to develop and implement a Southwark standard for professional development and teacher induction; using the experience and knowledge of BAME professionals in Southwark this will further our aim to address racial discrimination, unconscious bias and reflect cultural understanding across the school environment.</i></li> <li>b. <i>Develop a suite of resources in partnership with schools and other institutions to support the teaching of Black History and integrate the learning about black history throughout the year. It is important that this history reflects black British history and experience as well</i></li> </ul>	Nina Dohel, Director of Education

		<p><i>as providing a focus on Africa, Asia and the Americas.</i></p> <p><i>c. Lobby the DfE and OFSTED to make fundamental changes to the national curriculum in England so that it is anti-racist, reflects the experiences of everyone who is learning in our school environments irrespective of race, as well as using the flexibilities already available in the national curriculum to develop and lead jointly with head teachers and school leaders a local inclusive and anti-racist Southwark curriculum</i></p> <p><i>d. Aspire to end all school exclusions by asking schools to share their data around external, temporary and internal exclusions including information on off rolling. This will enable us to build an evidence base that helps understand the experience of BAME students and develop a strategy that can help eliminate school exclusions for all.</i></p> <p><i>e. Improve the experience of young people with respect to meaningful work experience; develop networks within and beyond school that provide advice and guidance and exposure to opportunities that helps them develop their aspirations and confidence and understanding linked to the world of work.</i></p>	
03	Health	<p><i>a. Develop a strong partnership approach across the whole health sector to address the wider health inequalities that disproportionately impact BAME communities and their physical, mental and emotional wellbeing.</i></p> <p><i>b. Recognise that discrimination can occur in many different ways from front line to backroom functions and adopt and embed organisation wide approaches to improve the experiences of BAME patients in health and care</i></p> <p><i>c. Commission and co-produce health services and interventions with BAME communities</i></p> <p><i>d. Work with key partners to ensure health services and initiatives are culturally appropriate and accessible for BAME residents</i></p> <p><i>e. Increase the uptake of preventive programmes such as screening, health improvement and education (i.e. awareness, myth busting and health literacy) amongst BAME</i></p>	Jin Lim, Director of Public Health

		<i>communities</i>	
04	Culture	<p><i>a. Create a borough-wide programme, inspired by Arts Council England's Agents for Change model, that works with Southwark arts organisations to diversify their boards, thus ensuring that they represent the community and provide opportunities for growth and development for individuals in the sector.</i></p> <p><i>b. Support career progression and pathways for people from BAME backgrounds in the cultural sector workforce, both at entry level (via funded work placement schemes) and into more experienced roles through funding BAME candidates' participation in leadership development.</i></p> <p><i>c. Offer support to Southwark-based BAME artists for the research and development stages of creating new product, and work with local cultural organisations such as theatres and galleries to showcase this work; and increase the amount of artistic content commissioned from Black and culturally diverse artists</i></p> <p><i>d. Embed the requirement for cultural organisations to develop and carry out a diversity improvement strategy as part of any Council funding or partnership agreements with cultural organisations in the borough.</i></p>	Rebecca Towers, Director of Leisure
05	Communities	<p><i>a. Work with our partners and participants in the Southwark Stands together listening activity, to develop a tool kit to improve our reach with BAME communities.</i></p> <p><i>b. Review how we support and build local capacity and infrastructure through our empowering communities programme and resident involvement work; and in partnership with Community Southwark and Partnership Southwark to ensure that BAME voices are heard and their needs addressed; and that our communities develop strong networks and are better able to work collaboratively.</i></p> <p><i>c. Work with the Organisation Transformation team to develop a series of learning and training sessions for all staff so people working for the council develop a better understanding of the communities that live in the borough and access the services we provide.</i></p>	Stephen Douglass, Director of Communities / Jess Leech, Community Engagement Manager

		<p>d. <i>Work with resident involvement services to open up access to community spaces to a wider range of organisations.</i></p> <p>e. <i>Review our grant making and commissioning processes to remove any barriers to equal access to funding and delivery opportunities; to consider:</i></p> <ul style="list-style-type: none"> <li>• <i>how targeted support can be offered to groups from BAME backgrounds, who have not previously accessed grant funding;</i></li> <li>• <i>whether the way in which we structure our grant making enables or disables people to access these opportunities;</i></li> <li>• <i>the support in place for people to access funding;</i></li> <li>• <i>our grant making and commissioning processes and requirements and the barriers these may generate</i></li> </ul>	
06	Interaction with the Police	<p><u><i>Building Trust between the Police and the Community</i></u></p> <p>a. <i>Review current local stop and search monitoring arrangements to improve confidence in and understanding of policing strategy – including police conduct. (Police/Council).</i></p> <p>b. <i>Develop a collaborative approach and a mutual awareness of cultures between police and communities. (Police).</i></p> <p>c. <i>Look at existing positive engagement models and what works well and build on that model (e.g. police and schools officer). (Police/Council).</i></p> <p>d. <i>Review and refresh the Independent Advisory Group to better reflect the diversity in the borough. (Police).</i></p> <p>e. <i>Form a Youth Independent Advisory Group to work together with the police and other organisations to influence policy in the borough. (Police/Council).</i></p> <p>f. <i>Have regular dialogue with young people, the police and councillors using a young person format that was established during lockdown – online and face to face opportunities/events should be used. (Council/Police).</i></p> <p>g. <i>Involve young people with lived experience in Independent Advisory Groups; where these groups already exist asking them to provide insight to improvements that can be made across both policing and wider community safety. (Police/Community Safety).</i></p> <p>h. <i>Co-produce a young person/community friendly guide relating to stop and search delivery and an individual’s rights and recourse when stopped and searched. (Police/Community</i></p>	<p>Stephen Douglass, Director of Communities / Caroline Thwaites, Asst Director, Community Safety &amp; Partnerships</p> <p>(in brackets represents lead authority)</p>

		<p>Safety).</p> <p><u>Police visibility and accessibility</u></p> <ul style="list-style-type: none"> <li>i. <i>Improve communication strategy linked to Community Safety and Policing reporting good news stories as well as the negative ones. (Police/Council)</i></li> <li>j. <i>Better use social media to engage the community – learning from young people. (Police/Council)</i></li> <li>k. <i>Put in place state of policing in the Borough events - Question and answer sessions which are published / filmed; this will be a twice yearly session with the Lead Member for Community Safety &amp; Public Health and Borough Commander which covers policing and community safety. (Police/Council).</i></li> <li>l. <i>Develop more informal interaction, personable side (social media accounts ‘Twitter’) for police Senior Leadership Team, and ‘neighbourhood cops’ .(Police)</i></li> <li>m. <i>Review communications channels with the Borough Commander to utilise existing communication structures e.g. Southwark Life, newsletters to residents, emails to Southwark Council staff, NHS staff so people are more informed of their activity. (Police).</i></li> </ul> <p><u>Police develop a better understanding of the communities they serve</u></p> <ul style="list-style-type: none"> <li>n. <i>Create a programme of multi-agency training to include trauma informed practice and restorative justice training for all partners and the community; giving a learning environment where people can relax and get to know each other. (Council/Community Safety Partnership).</i></li> <li>o. <i>Review best practice in BAME staff in recruitment and retention of officers, specials and also cadets. (Police).</i></li> <li>p. <i>Build more confidence in young people to join and have representation of specials throughout the ranks. (Police)</i></li> <li>q. <i>Look at models of community engagement being delivered across the UK (Good practice in Durham, Lewisham, Greater Manchester, Thames Valley) and use them in Southwark. (Council).</i></li> <li>r. <i>Better police officers’ understanding of community organisations and their value to</i></li> </ul>	
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		<p><i>policing and link in better with them across the Borough. (Police/Council).</i></p> <p><i>s. Ensure attendance of neighbourhood senior officers' at the multi faith forum working group on youth violence. (Police).</i></p> <p><i>t. Build relationships with the person behind the uniform – work being done with youth groups and police officers in plain clothes showing their human side. Helps both sides understand each other better. (Police).</i></p>	
07	Renewing and Reinventing the Public Realm	<p><i>a. Agree proposed framework and decision-making criteria to be used for the Anti Racism Public Realm Audit. This is to be in line with the London Wide approach to be outlined by the Mayor's Commission for Diversity in the Public Realm.</i></p> <p><i>b. Develop an engagement plan to generate debate and discussion and gain the views of the community, hard to access groups and, in particular, young people. This will be linked to an education programme that will raise awareness of the issues of racism and imperialism surrounding the public realm and develop skills in interpretation of the built environment public realm.</i></p> <p><i>c. Review the naming, public art and built environment policies to ensure that they reflect and contribute to the community and council's vision for a diverse and inclusive public realm identifying future opportunities to ensure that our built environment celebrates the diversity of our communities.</i></p> <p><i>d. Use Peckham Library Square project as a pilot scheme to establish best practice for incorporating representation, inclusion and diversity in future public realm and capital projects.</i></p> <p><i>e. Identify for consideration further public realm and art capital projects that would use the best practice developed from the above recommendations.</i></p>	Rebecca Towers, Director of Leisure
08	Council staff engagement	<p><i>a. Renew our commitment to equality and anti-racism with refreshed and on-going internal communications and engagement activities. Themes will include but are not limited to allyship, white privilege, gas-lighting, micro aggressions and incivilities.</i></p>	Emma Marinos, Director of Modernise /

		<ul style="list-style-type: none"> <li><i>b. Work with an Equality, Diversity and Inclusion (EDI) partner in the next phase of staff engagement.</i></li> <li><i>c. Review workforce statistics and work with the EDI partner on the creation of targets and measures to build a more inclusive workforce at all levels.</i></li> <li><i>d. Look at our corporate learning and development offer and review our workforce development schemes including career progression, coaching, mentoring and reverse mentoring</i></li> <li><i>e. Review our engagement strategy with all staff with a view to create more dynamic two-way communication channels between staff, trade unions and workforce leads on highlighting opportunities and also areas of concern to ensure our support is appropriate and targeted.</i></li> <li><i>f. Embark upon an on-going re-training and re-education programme of our leaders and managers so that they understand the critical role they play in addressing racism, structural racism and injustice in the workplace. We want to ensure our leaders are actively anti-racist.</i></li> <li><i>g. Use the outcomes from the focus groups to inform the review and, where appropriate, revision of the council's employment policy and procedures.</i></li> <li><i>h. Use the outcomes of our listening circles, up-coming focus groups and on-going engagement activities to inform a workplan which will include measurable objectives and outcomes, reporting back progress in October 2020.</i></li> <li><i>i. Ensure there is always a safe space in which staff feel they can share their lived experiences of working at Southwark free from any repercussions.</i></li> </ul>	<p>Julie Foy &amp; Kam Khan (HR&amp;OD)</p>
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**APPENDIX 2**



**Engagement evaluation and outline of next steps**

**Section 1: Engagement details**


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<b>Proposed policy/decision/business plan to which this relates</b>	Southwark Stands Together
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<b>Engagement analysis author</b>	Jessica Leech				
<b>Strategic Director:</b>	Caroline Bruce				
<b>Department</b>	Environment and Leisure	<b>Division</b>	Communities		
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

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## Section 2: Brief description of policy/decision/business plan

### 1.1 Brief description of policy/decision/business plan

#### **Southwark stands together, a commitment to tackle racial inequalities**

Southwark Council promotes the basic rights of all people to equality, justice, inclusion and fair treatment. Recent circumstances and events have reignited the need for communities across the globe to unite and to make urgent and sustainable change to give everyone full access to these rights.

Southwark's response through *Southwark stands together* will put in place a framework over the next three months that creates a programme within Southwark of actions, education and initiatives translating our firm commitments into real, sustainable outcomes.

The programme will evolve and adapt over time and seek ways of measuring improvements in the lives of individuals and communities. The overall aim being to improve the lives of our residents, recognising that some change may not be immediate. Whatever the speed or scale of change required, Southwark will not give up on the challenges until they have been overcome.

## Section 3: Overview of service users and key stakeholders consulted

Service users and stakeholders	
<b>Key users of the department or service</b>	Local residents: young people; local businesses including large organisations, SME and micro businesses; schools; VCS organisations; funders; SlaM; Southwark NHS PPG; GSTC; GSTT; GP Federations; PHE; Health watch; CCG; cultural and arts organisations; faith groups; police, MOPAC.
<b>Key stakeholders were/are involved in this policy/decision/business plan</b>	New post holder Jasbinder Baddhan in the team led by Director of Response and Renewal Stephen Gaskell; Stephen Douglass; Rebecca Towers; Nina Dohel; Jin Lim; Caroline Thwaites; Jess Leech; Michelle Walker; Aileen Cahill; Danny Edwards; Suganya Naveenan;  Cabinet members councillors Johnson Situ, Rebecca Lury, Jasmine Ali, Evelyn Akoto and Stephanie Cryan
<b>Engagement summary</b>	This is the first engagement exercise delivered during lockdown and meant that the team had to find new ways of engaging with a wide audience rapidly. The engagement took place between 29 June and 24 August with most activity happening in July. The amount of time for preparation and delivery also presented some considerable challenge to delivery of our key engagement principles. However in spite of the challenges in this short period of time we have heard from about 1500 people.  The engagement so far has been structured as a listening

exercise where we explored the issues and concerns and began to work collaboratively with stakeholders on identifying what needs to change and gathering ideas for how we could make this happen. These discussions have informed the roadmap.

In addition to open listening activity we also identified key theme areas where we thought we should have a more focused discussion as it is clear that these areas are ones where our BAME communities are likely to experience unfair treatment, discrimination direct and indirect, harassment or abuse, because of their racial or ethnic background, colour or nationality.

**Engagement Activity:**

4 open listening events 29 July, 7 July, 14 July, 21 July attended by approximately 150 people. Booked via Eventbrite, advertised through social media, council newsletter, and networks such as faith organisations, Community Southwark, Forum for Equality and Human Rights.

2 Outreach sessions one on Peckham Square, one in East Street. Advertised through social media, posters on estates, and council website.

Online survey with 1268 responses advertised through social media, council newsletter, and networks such as faith organisations, Community Southwark, Forum for Equality and Human Rights and our events.

10 themed events, these were advertised both generally and in a more focused way to attract audiences likely to be impacted or by invitation:

Education - one open session with parents, one with school leaders by invitation.

Employment – one open session on employment, open session with small businesses, discussion at a regular Southwark business forum meeting.

Culture - session with people working or teaching in the cultural industries an invited audience

Communities – one open session

Health - session bringing together an invited audience

Policing - session bringing together a mixed invited audience,

Community panel on renewing the public realm

In addition there were three events with a focus on young people. The first of these was organised by Southwark Young Advisors in June 2020 following the murder of George Floyd which had participation from around 70 young people. This event was an opportunity for young people to speak directly to Southwark decision makers in a Q&A panel discussion format. The panellists

included Cllr Johnson Situ, cabinet member for Growth, Development and Planning, Cllr Evelyn Akoto, cabinet member for Community Safety and Public Health and Colin Wingrove Southwark Police Borough Commander. Young people had the opportunity to ask questions of the panel members in bid to gain better understanding of how these authorities work, what their priorities are and how they intend to respond to the Black Lives Matter movement.

The second event was organised by the council's education department and invited specialist young people to a roundtable discussion on education. These young people were invited due the fact they have gone through the secondary school education system in Southwark and for their involvement in the local community. Nine young people attended, seven of whom are former Southwark Youth Council members and two who are Southwark Scholars who have gone through or are currently at University.

The third youth focused listening event which took place on 24 August built on the Black Lives Matter event organised by Southwark Young Advisors in June but with a focus on listening to young people's experiences and ideas for solutions in keeping with the wider SST listening events. This event explored the impact of racism, injustice and inequality that young people experience in the following areas:

1. Employment
2. Health and Wellbeing
3. Policing
4. Community and Culture

## Section 4: Evaluation of engagement

This section considers how well the engagement has met the 10 principles set out in the new approach to engagement.

**Trust - The council is committed to being transparent, open and honest, making clear the purpose of the engagement and any limitations.** In addition we will include the following ways of working to build trust: *demonstrating the human touch and empathy, providing leadership, listening, communicating regularly and clearly, providing the right information, feeding back to explain the impact of involvement, and showing respect, commitment and good will.*

### Activity/actions to meet this commitment

- Each event began with an explanation of what we were here for and introduction from lead cabinet member.
- We ensured that there was an opportunity for individuals to speak privately with member of the team
- Most of the discussions took place in small groups facilitating intimacy
- We were clear about what we were asking
- We provided a welfare support breakout room and contact number in case any participants were triggered or found any part of the discussion to be traumatic

### How did we do?

The open sessions managed to draw in a significant number of people with an average of 40 at each event, but managed to deliver empathy and human scale through the smaller sessions even though no one was actually together.

The technology was new and we got better at delivery through zoom as we became more practised.

With the Cabinet members and other leading Councillors at all events there was real sense of leadership and that people would be listened to by those who could make changes.

Feedback from group discussion was given by participant to keep the focus on listening to participants and maintaining consistency and transparency

Provision of information was not a focus and the chat function was useful for participants and organisers to share information

### What else needs to be done

We have not yet fed back the recommendations that have emerged from these sessions; the notes of the sessions or a summary of the points that emerged.

In terms of building trust it is important to develop a package of information materials that capture what has been said across all the discussions and present it back to participants in a simple and accessible way. People will need to see a clear link between what they have told us and how we have responded.

In addition to build trust we need to offer further opportunities for people to be involved in shaping any action plans or service design and work with us co productively to both dig deeper and develop solutions and new ways of working.

**Collaboration** - A key way of putting people at the heart of our engagement is through working collaboratively with the people affected by the policy or change we are considering. **We are committed to bring together groups across our communities and work with partners as appropriate.**

**Activity/actions to meet this commitment**

**How did we do?**

Our work on the themed sessions has been a starting point in collaborative working, in particular where we were able to include in the discussions feedback from the open listening events, and other information. An example of this was the school leaders session on education and the third session with young people which build on the Q&A panel discussion.

This phase of engagement was largely explorative, with people sharing their experiences and identifying areas for change and putting forward some suggestions.

From these 19 sessions a road map for change has been developed which sets out the high level goals across the 6 themes as well as Renewing and Reinventing the Public Realm and Council staff engagement.

Opportunities for collaborative working lie in the next phase of the work to develop the action plan and work programme to deliver this commitment to change.

**What else needs to be done**

Each of the themes needs to develop an engagement plan on how they will develop their programme. Co-productive approaches are recommended.

**Being Reflective** - We will both reflect internally on what can be improved on an ongoing basis in our approach to consultation and engagement and seek external evaluation of our activity.

**Activity/actions to meet this commitment**

**How did we do?**

Debrief of each session so we could amend the workshop plans to improve the experience for participants

Process of continual adaptation of the sessions as we learnt more about the technology and the way sessions worked digitally as opposed to face to face.

Where there has been opportunities e.g. in education roundtables we have been able to feed information from earlier sessions into the discussions producing a more iterative and reflective process.

**What else needs to be done**

This engagement will be evaluated with external partners as part of our annual review.

**Being timely** We will allow sufficient time and provide sufficient information and

**background to permit informed decisions and response. Engagement will take place from the earliest possible stages in the process of developing policy, reviewing a service or making plans for our places.**

Activity/actions to meet this commitment	How did we do?
<ul style="list-style-type: none"> <li>Engagement has taken place at the very beginning of this policy development</li> <li>Time frame for getting involved, publicising the opportunity and establishing a presence was short and limited</li> </ul>	<p>In spite of the time frame a large number of people from a range of communities got involved. This included TRAs, faith organisations, individuals, voluntary sector organisations and community groups, sole traders and small businesses, school leaders and police and health professionals.</p> <p>This reflected what we were talking about and how important this conversation was to many people. The national focus on racism and Black Lives Matter supported the success of the activity.</p> <p>Nonetheless concern was expressed at a number of the events at how few people from our BAME communities knew about the events, attended or took part.</p>

#### **What else needs to be done**

The next phase of engagement provides opportunity for us to both re-engage with those who have taken part already and continue to draw in more BAME residents and businesses and staff to the discussions and to collaborate with us on developing the actions and programmes.

It will be important to ensure that we feed back what we have heard so far and our outcomes in a simple and accessible way so we enable full participation at the next stages.

It is also important that the momentum is maintained in keeping with the national and local discussions on Black Lives Matter and Equalities and aligned with the progress of other London boroughs.

#### **Being proportionate**

**Our strategy for consultation and engagement will be proportionate for the nature of the programme, project, policy or activity that is proposed, providing appropriate resources and planning to ensure our engagement is effective.**

Activity/actions to meet this commitment	How did we do?
<p>The borough wide work has enabled us to establish and confirm the key themes and areas of work to take forward.</p>	<p>The work was proportionate as the starting point for our engagement.</p>

#### **What else needs to be done**

Each work stream now requires a bespoke engagement plan that is proportionate for their objectives.

**Being evidence based  
When we engage or consult any proposals will be founded on evidence based approaches.**

Activity/actions to meet this commitment	How did we do?
<ul style="list-style-type: none"> <li>Data analysis has been provided by experts within the public health team</li> <li>We have begun to collate studies and research on the range of themes so we are able to incorporate this evidence into our planning for change.</li> <li>We are in discussion with academic institutions about resourcing further analytical capacity</li> </ul>	<p>Due to timelines and capacity as a consequence of the COVID emergency we have taken a phased approach to data analysis as follows:</p> <p>For September report:</p> <ul style="list-style-type: none"> <li>Quantative data from the Survey</li> <li>High level qualitative data from the listening events</li> <li>Each work stream will report on the outcomes from their events</li> <li>Overview of all listening activity</li> </ul> <p>Post September report</p> <ul style="list-style-type: none"> <li>Full qualitative data from survey and each of the listening events</li> <li>Data from the outreach activity</li> <li>Literature review for each of the theme areas</li> <li>Further analysis of future engagement activity</li> </ul>
<b>What else needs to be done</b>	
Data analysis especially of the qualitative data	

**Being inclusive - We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change**

Activity/actions to meet this commitment	How did we do?
<ul style="list-style-type: none"> <li>Direct mailing of identified key stakeholders</li> <li>General comms</li> <li>Using trusted partners to encourage participation</li> <li>Posters on our estates</li> <li>Dedicated telephone line to complete the survey</li> </ul>	<p>Access was predominantly digital, which disadvantages both poorer households and older people. Even with activity that mitigated this, advertising these opportunities non digitally remained a challenge.</p> <p>Social distancing measures also impacted on the effectiveness of our outdoor activity.</p>

<ul style="list-style-type: none"> <li>• 2 outreach sessions where working face to face</li> </ul>	<p>Our collection of equality data from attendees was also hampered by our use of eventbrite and zoom, which means we have been unable to accurately quantify the protected characteristics of those that attended.</p> <p>Nonetheless the survey was answered by majority BAME residents and the information gathered at the listening events reflected a range of experiences of unfair treatment, discrimination direct and indirect, harassment or abuse because of their racial or ethnic background, colour or nationality.</p> <p>We did some good targeted work with young people. This is an approach that should be replicated in the next phase and across other protected characteristics.</p>
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### What else needs to be done

The next phase of engagement needs to broaden participation as well as deepen it.

We need to put in place robust mechanisms to collect data about peoples race ethnic and racial background and other protected characteristics.

Engagement planning needs to address how it will reach and work with seldom heard communities.

### Being simple and accessible

**We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain language and provide materials in a variety of formats to support our varied communities to get involved.**

#### Activity/actions to meet this commitment

#### How did we do?

Advertise through social media and Eventbrite

Range of options

face to face sessions

- Online survey
- Zoom meetings
- Telephone contact

Challenge for people who are not able to access digital tools or whose access is limited. Empowering for some to be able to take part anonymously or be heard and not seen  
Level of intimacy encouraged active participation felt like having coffee and chat rather in a meeting with more than 50 people  
Hard for people with certain disabilities to take part, but easier for some.

Plain language not an issue at this stage as we were not presenting materials.

### What else needs to be done

Planning for the next phases needs to focus on how to be more accessible while recognising the benefits of digital communication for many e.g. no travel.

We need to be careful how we feed back to make sure our communications are simple, accessible and inclusive.

**Being Clear and informative - We will provide enough information well explained, to ensure full and meaningful participation**

**Activity/actions to meet this commitment**

**How did we do?**

Not applicable

Not applicable

**What else needs to be done**

Production of feed back from the engagement needs to be layered

- Summary of recommendations
- Cabinet report
- Full write up of what was said
- Summary of each area (the health report is a good model)
- Survey
- Summary that draws on all these sources

This needs to be presented in a legible way for a range of audiences, using a mixture of styles graphic, textual and pictorial to aid people's engagement and understanding.

**Being Responsive - We will ensure that there is timely feedback about the outcome of any engagement, evidencing the engagement and how it has been taken into account.**

**Activity/actions to meet this commitment**

**How did we do?**

Not applicable

Not applicable

**What else needs to be done**

Production of feed back from the engagement needs to be layered

- Summary of recommendations
- Cabinet report
- Full write up of what was said
- Summary of each area (the health report is a good model)
- Survey
- Summary that draws on all these sources
- Survey you said we did section

This needs to be presented in a legible way for a range of audiences, using a mixture of styles graphic, textual and pictorial to aid people's engagement and understanding.

People we need to contact:  
From the survey

From the events  
From the Eventbrite attendee lists

## Section 5: Further actions and objectives

### 5. Further actions Based on the initial analysis above, please describe the next steps in engagement on this project

Some clear learnings have emerged, as outlined in the report produced by Suganya Naveenan, Equality and Inclusion Lead Officer:

- a central and important theme moving forwards in terms of building confidence in staff and local communities, that the Council is serious in its intent on listening to and including voices from BAME backgrounds in its analysis and decision making processes. Our success at this will contribute to levels of trust.
- it is important that clear mechanisms for engagement with people from BAME backgrounds are established.
- It is important to build upon the conversations and dialogues started in the SST engagement events and involve more people from BAME backgrounds in the local community and neighbouring areas.

Number	Action	Timeframe
1	<p>Production of feed back from the engagement to be meaningful needs to offer a range of materials</p> <ul style="list-style-type: none"> <li>• Summary of recommendations</li> <li>• Cabinet report</li> <li>• Full write up of what was said</li> <li>• Summary of each area (the health report is a good model)</li> <li>• Survey</li> <li>• Summary that draws on all these sources</li> </ul> <p>This needs to be presented in a legible way for a range of audiences, using a mixture of styles graphic, textual and pictorial to aid peoples engagement and understanding.</p>	All by end of October 2020
2	<p>Each work stream needs to develop a further engagement plan which delivers the following:</p> <ul style="list-style-type: none"> <li>• Greater accessibility</li> <li>• increased participation by BAME communities and organisations</li> <li>• broadens participation</li> <li>• is co-productive</li> </ul>	Developed alongside the SST work plan
3	Analysis of qualitative data needs to be completed	September and October 2020

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**Section 6 Did we meet our engagement objectives through our ways of working on this policy?**

Objective

- 1 Create and nurture relationships with people and community organisations and build better connectivity between the council, and voluntary and community organisations and people in Southwark and each other
- 2 Understand people's experiences of services they use and the neighbourhoods they live in, work in, run a business in, visit and move through and better employ this local intelligence and local expertise to improve people's wellbeing, the quality of our places and the quality of our services.
- 3

Enable good governance and fair and informed decision making, through building confident, skilled, active and influential communities and a culture of getting involved.

**6. Please explain how your engagement activity has contributed to the delivery of these objectives?**

In the sessions participants began to share information with each other building connections between individuals and groups. This was facilitated by the random allocation of rooms by zoom so people were not choosing to sit or cluster with those they knew.

Participants were willing to share their experiences and there was a high level of taking part in the event. We have collected a rich source of data about people's lives and experiences. We have used this to set out our road map, it is important that we return to this information and explore the remainder of the qualitative data in the next stages.

How we continue to work on Southwark Stands together with our BAME communities will influence the delivery of our third objective.

Public Health Division  
Place & Wellbeing



BAME communities in the UK face a number of structural and systematic disadvantages, including socio-economic deprivation, poor housing conditions and barriers to accessing services. These disadvantages result a higher prevalence of a number of long-term conditions and poorer health outcomes for ethnic minority populations. The economic, social and health inequalities have contributed to an increased risk of COVID-19 related death in these communities, which has highlighted the need to tackle these issues to improve health of BAME populations and reduce inequalities.

The Southwark Stands Together survey results suggest that 70% of those from an ethnic minority in Southwark have experienced racial discrimination in the last 12 months<sup>1</sup>. There is strong evidence to show that discrimination is associated with mental health issues such as depression, anxiety. It is also associated with poorer physical health, research shows that people who report discrimination experiences are more likely to have the outcomes and risk factors of Cardiovascular Disease<sup>2</sup>.

The SST engagement has highlighted the inequalities that Southwark BAME communities face in the areas of communities, culture, employment, education, health and the criminal justice system. All of these areas have impacts on health and wellbeing.

- **Communities:** Evidence shows that people from BAME communities in the UK are more likely to suffer from social isolation which is associated with poorer mental health<sup>3</sup>.
- **Culture:** Arts and culture have a positive impact on health and wellbeing but national evidence suggests that those from an ethnic minority are less likely to have access to arts growing up and that these industries do not represent the diversity of the UK population<sup>4</sup>.
- **Employment:** BAME communities are more likely to be in low-paid or insecure employment<sup>5</sup>. Nationally, employees in low income households are more likely to have lost work compared to high income households. There is a strong association between income and health; in the UK the poorest 40% are twice as likely to report poor health than the richest 20%<sup>6</sup>.
- **Education:** Marginalisation in education was a frequent theme in SST and nationally those from a BAME background are more likely to be excluded than their white counterparts. Exclusion is a risk factor for a number of major health issues including poor mental health<sup>7</sup> and youth violence<sup>8</sup>.
- **Health:** COVID-19 has exposed and exacerbated longstanding inequalities affecting BAME groups which have arisen as a result of economic, health and social disadvantage. Other factors which have impacted health inequalities include lack of accessible and effective

<sup>1</sup> Southwark Stands Together- Preliminary Quantitative Results. Southwark Council: London. 2020.

<sup>2</sup> Williams, DR, Lawrence, JA, Davis, BA, Vu, C. Understanding how discrimination can affect health. Health Serv Res. 2019; 54: 1374–1388. <https://doi.org/10.1111/1475-6773.13222>

<sup>3</sup> GLA, Survey for Londoners, 2019

<sup>4</sup> The Arts Council, Every child: equality and diversity in arts and culture with, by and for children and young people, 2016

<sup>5</sup> TUC, insecure work and ethnicity, 2017

<sup>6</sup> <https://www.health.org.uk/news-and-comment/news/low-income-workers-at-greater-risk-of-unemployment-and-mounting-illhealth>

<sup>7</sup> <http://www.bristol.ac.uk/alspac/news/2020/mental-health-school.html#:~:text=Children%20in%20the%20current%20study,the%20mental%20health%20of%20children>.

<sup>8</sup> The Southwark public health approach to serious youth violence prevention. Southwark's JSNA. Southwark Council: London. 2019.

healthcare and health promotion programmes and racism and stigma leading to stress and impacting health-seeking behaviours<sup>9</sup>.

- **Criminal Justice System:** Nationally, Black people are stopped-and-searched at a rate four times higher than the population average<sup>10</sup> and BAME individuals are over-represented in youth and adult criminal justice. There is evidence to suggest that police contact is associated with higher risk of trauma, anxiety<sup>11</sup> and that criminal justice discrimination may contribute to the increased prevalence of Mental Health issues in BAME communities<sup>12</sup>.

The pledges of the Southwark Stands Together programme to work to address tackle discrimination racial inequalities and the recommendations in each work stream to achieve this are anticipated to have a positive impact on the mental and physical health of Southwark's BAME population.

END

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<sup>9</sup> Public Health England, 2020. Beyond the data: Understanding the impact of COVID-19 on BAME groups

<sup>10</sup> <https://www.ethnicity-facts-figures.service.gov.uk/crime-justice-and-the-law/policing/stop-and-search/latest>

<sup>11</sup> Geller A, Fagan J, Tyler T, Link BG. Aggressive policing and the mental health of young urban men. Am J Public Health. 2014

<sup>12</sup> <https://www.mentalhealth.org.uk/a-to-z/b/black-asian-and-minority-ethnic-bame-communities>



# Equality and health analysis guidance and template

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## Guidance notes

### Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users' changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports.

Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and [www.southwarkadvice.org.uk](http://www.southwarkadvice.org.uk)).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

## Section 1: Equality analysis details

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<b>Proposed policy/decision/business plan to which this equality analysis relates</b>		Southwark Stands Together Programme			
<b>Equality analysis author</b>		Jessica Leech Jasbinder Baddhan			
<b>Strategic Director:</b>		Eleanor Kelly			
<b>Department</b>		Chief Executives	<b>Division</b>	Chief Executive's Office	
<b>Period analysis undertaken</b>		June –September 2020			
<b>Date of review (if applicable)</b>		November 2020			
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	3 <sup>rd</sup> September 2020

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## Section 2: Brief description of policy/decision/business plan

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### 1.1 Brief description of policy/decision/business plan

#### **Southwark stands together, a commitment to tackle racial inequalities**

Southwark Council promotes the basic rights of all people to equality, justice, inclusion and fair treatment. Recent circumstances and events have reignited the need for communities across the globe to unite and to make urgent and sustainable change to give everyone full access to these rights.

Southwark's response through *Southwark Stands Together* will put in place a framework that creates a programme within Southwark of actions, education and initiatives translating our firm commitments into real, sustainable outcomes.

The programme will evolve and adapt over time and seek ways of measuring improvements in the lives of individuals and communities. The overall aim being to improve the lives of our residents, recognising that some change may not be immediate. Whatever the speed or scale of change required; Southwark will not give up on the challenges until they have been overcome.

The recommendations that have emerged from the first listening phase of our engagement on this policy cover a broad range of themes including policing, cultural industries, public realm, health, employment, education and communities as well as staffing in Southwark.

**About BAME:** the abbreviation BAME is utilised as an umbrella term for Black, Asian, and Minority ethnic. While the abbreviation will be used throughout the report when referring to all groups under the BAME umbrella unless pointed otherwise, it is important to acknowledge that the term may not always capture the individual experiences of all people, races and ethnicities in the group.

### Section 3: Overview of service users and key stakeholders consulted

<b>2. Service users and stakeholders</b>	
<b>Key users of the department or service</b>	Local residents: young people; local businesses including large organisations, Small, Medium Enterprises and micro businesses; schools; Voluntary and Community Sector organisations; funders; South London and Maudsley Trust (SlAM); Southwark National Health Service (NHS); Patient Participation Groups (PPG); Guy's and St Thomas' Charity (GSTC); Guy's and St Thomas' Trust (GSTT); GP Federations; Public Health England (PHE); Health watch; Clinical Commission Group (CCG); cultural and arts organisations; faith groups; police, Mayor's Office for Policing and Crime (MOPAC) and Southwark Staff
<b>Key stakeholders were/are involved in this policy/decision/business plan</b>	Chief Officer Team, Cabinet member leads, Member/Officer working group members, and other key stakeholders

## Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated, it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

<b>Age</b> - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32-year olds) or range of ages (e.g. 18 - 30-year olds).	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>Many of the recommendations have a focus on addressing the experiences of younger Black, Asian and Minority Ethnic (BAME) residents. The education, employment and Interactions with the police work streams will have a positive impact for this group. People under the age of 24 form one of the boroughs significant population groups.</p> <p>However further work need to be undertaken around identifying and understanding the specific issues related to children in care and care leavers.</p> <p>In addition, the recommendations on employment and business work stream should have a positive impact for BAME communities of working age population.</p> <p>During the discussions, older residents have shared their experiences of discrimination to illuminate what needs to change for generations coming. Less light has been shone on how our older BAME community experience discrimination. Further work is required to find out what needs to be done in order to change their experience of care, health and services and the neighbourhoods they live in. BAME older people mentioned at the listening events that they felt abandoned during the lockdown.</p> <p>One of the health recommendations '<i>Commission and co-produce health services and interventions with BAME communities</i> should contribute positively to identifying and addressing the needs of older residents.</p>	<p>Marginalisation in education was a frequent theme and nationally those from a BAME background and are more likely to be excluded than their white counterparts are. Schools exclusion is a risk factor for a number of major health issues including poor mental health and youth violence.</p> <p>BAME communities are more likely to be in low-paid or insecure employment. Nationally, employees in low income households are more likely to have lost work compared to high income households. There is a strong association between income and health; in the UK, the poorest 40% are twice as likely to report poor health as the richest 20%.</p>

<p>Regarding our staff, our wellbeing survey (July 2020) showed that younger staff are more likely to want to talk and discuss issues round race and inequality and were more adversely affected by the recent events</p> <p>Older staff were marginally less inclined to feel like they were affected by recent events or</p>	
<p><b>Equality information on which above analysis is based</b></p>	<p><b>Health data on which above analysis is based</b></p>
<p>Over 40% of the Southwark population consists of those aged 20 to 39, compared to 34% in the rest of London and only 8% of the population of Southwark is aged over 65.</p> <p>Data from:</p> <ul style="list-style-type: none"> <li>• Southwark COVID-19 Impact Survey</li> <li>• Southwark Standing Together Listening Exercise</li> <li>• Southwark Standing Together Survey</li> </ul> <p>Current experiences for young people in education: Two-thirds (67%) of ethnic minority respondents reported experiencing racial discrimination in education, compared to one-fifth (21%) of White British respondents</p> <p>Half (53%) of respondents of Mixed ethnicity had experienced racial discrimination in education, followed by 48% of Black, 40% of Other, 38% of Asian and 17% of White Other ethnicity respondents.</p> <p>For people who said that they had experienced discrimination in employment, nearly two-thirds thought their career was restricted (62%) and others described feelings of anger and frustration (61%). Over half of the respondents had lost confidence (59%), lost trust (54%) and were sad or depressed (54%).</p> <p>One-third (33%) had lost earnings as a result, with fewer respondents reporting no access to start up support (7%), unable to pursue business ideas (6%) or no access to loans (5%)</p> <p>We know from the health data that the impact of COVID-19 that a higher proportion of ethnic minority respondent reported a negative impact on their physical health, finances, employment and workload than white respondents.</p>	<ul style="list-style-type: none"> <li>• Health impact analysis</li> </ul>

<p>One-quarter (25%) of respondents were responsible for school-aged children over the outbreak.</p> <p>An equal number of respondents found home schooling to be positive (50%) and negative (50%). People responsible for children reported a greater negative impact on their physical health, finances and workload than respondents without children. The severity was also worse for their finances and workload, with a higher proportion reporting a large negative impact</p> <p>One-tenth (9%) of respondents have been a carer for elderly or vulnerable persons in their household. More carers reported a negative impact on their finances, workload and family life than respondents without caring responsibilities did.</p> <p>A higher proportion of ethnic minority, parent and carer respondents disagreed that services were there for people when they needed them</p> <p>The second Southwark Staff Wellbeing Survey was run during July with specific questions around the impact that recent events – the killing of George Floyd and the Public Health report into the impact of COVID-19 on BAME communities.</p>	
<p><b>Mitigating actions to be taken</b></p>	
<p>Further work needs to be undertaken to understand better the needs and experiences of older BAME residents and how we can address the discrimination (direct or indirect), unfair treatment, harassment or abuse they face because of their racial or ethnic background, colour or nationality.</p> <p>Working through their trusted organisations such as faith groups may also be a positive way to engage with this group.</p> <p>Further analysis of the data we now hold may also highlight needs and experiences among this group.</p> <p>We must recognise that the intersection of more than one protected characteristic may generate its own unique set of experiences and require additional measures and service change.</p> <p>Co production of the action plan in the next phase of engagement will need to ensure that older BAME residents are involved.</p> <p>Employment, Education, Health and Interaction with the police work stream recommendations will</p>	

<p>support mitigations in this area.</p> <p>Regarding Southwark Staff, further engagement work will be undertaken following the listening circles that took place throughout August. These events will be themed around topics highlighted in the wellbeing survey and the listening circles.</p>	
<p><b>Disability</b> - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p>	<p><b>Potential health impacts (positive and negative)</b></p>
<p>As with older BAME residents the data so far analysed and collated does not identify specific needs of disabled residents, and the recommendations do not yet specifically address any separate needs for this community.</p> <p>We do know that experience of racism/discrimination has impact on mental health and wellbeing and measures that reduce the levels of discrimination people face will have a positive impact.</p> <p>BAME communities are disproportionately impacted by health inequalities and the measures in place to address these in the Health work stream will over time make a difference to people who are experiencing poor health.</p> <p>A higher proportion of disabled respondents reported a negative impact from COVID -19 on their mental health, physical health, and physical fitness than non-disabled respondents.</p> <p>A similar proportion reported an overall negative impact on their family life but a higher proportion of disabled respondents reported a large negative impact on this factor.</p> <p>A lower proportion reported a negative impact on their social activities</p> <p>The wellbeing survey and listening circles have not highlighted any specific need however further analysis will be undertaken as more engagement activities take place</p>	<p>COVID-19 has exposed and exacerbated longstanding inequalities affecting BAME groups, which have arisen because of economic, health and social disadvantage.</p> <p>Other factors, which have affected health inequalities, include lack of accessible and effective healthcare, health promotion programmes, racism and stigma leading to stress and affecting health-seeking behaviours.</p> <p>Nationally, Black people are stopped-and-searched at a rate four times higher than the population average and BAME individuals are overrepresented in youth and adult criminal justice.</p> <p>There is evidence to suggest that police contact is associated with higher risk of trauma and anxiety and that criminal justice discrimination may contribute to the increased prevalence of Mental Health issues in BAME communities</p>

Equality information on which above analysis is based	Health data on which above analysis is based
<p>It is estimated that almost 47,600 adults in Southwark experience a common mental disorder (CMD), which comprises different types of depression and anxiety, and this is expected to rise to approximately 52,000 individuals over the next decade as our population grows.</p> <p>Severe mental illness refers to psychotic conditions such as schizophrenia and bipolar affective disorder, which affects 1.2% of Southwark residents (4,000 people), compared to 1.1% in London. The prevalence of SMI increases with age among both men and women, peaking among those in their fifties. In contrast to the estimated prevalence of common mental disorders, the number of men diagnosed with SMI in Southwark is greater than women across each age group up to 70.</p> <p>In Southwark, approximately 1% of the GP registered population have three or more chronic conditions, equivalent to over 3,500 patients. The large majority of people with multiple long term conditions in Southwark are aged over 50 and more than half of people with multiple LTCs are aged 70 and over.</p> <p>In the 2011 census about 13.5% of residents reported a long term condition that limited them this includes those with physical and mental disability as well as illness.</p> <p>Data from:</p> <ul style="list-style-type: none"> <li>• Southwark COVID-19 Impact Survey</li> <li>• Southwark Standing Together Listening Exercise</li> <li>• Southwark Standing Together Survey</li> </ul> <p>Respondents from all ethnic minority groups were more likely to experience occasional racial discrimination in health and care services than White British respondents and a higher proportion of Black and Other ethnicity respondents reported experiencing racial discrimination</p>	<ul style="list-style-type: none"> <li>• Health impact analysis</li> <li>• Southwark COVID-19 Impact Survey</li> <li>• Southwark Standing Together Listening Exercise</li> <li>• Southwark Standing Together Survey</li> </ul> <p>Factors that influence BAME communities' mental health are social and economic inequalities and the criminal justice system. This includes poor experiences and a lack of trust of mental health services. Poor engagement with BAME communities.</p> <p>Fear of over-medication and limited access to mental health services. For example, increased mental health issues and correlations of other areas such as social and economic inequalities and the criminal justice system. A lack of trust and poor engagement from public bodies with BAME communities can increase the impact on both physical and mental health.</p>

<p>regularly in this setting.</p> <p>Half of respondents who had experienced racial discrimination in health and care services felt they did not receive the support they needed (55%), experienced loss of trust (53%) and were angry or frustrated (51%).</p> <p>Two-fifths (41%) had their health impact and one-third (31%) said it affected their mental health.</p> <p>A higher proportion of ethnic minority respondent reported a negative impact on their physical health, finances, employment and workload than white respondents as a consequence of COVID-19 and lockdown</p> <p>A similar proportion reported an overall negative impact on their mental health and family life but a higher proportion of respondents from an ethnic minority reported a large negative impact on these factors.</p>	
<p><b>Mitigating actions to be taken</b></p>	
<p>Further work needs to be undertaken to understand better the needs and experiences of disabled BAME residents and how we can address the racism they face.</p> <p>Working through their trusted organisations may also be a positive way to engage with this group.</p> <p>Further analysis of the data we now hold may also highlight needs and experiences among this group.</p> <p>We must recognise that the intersection of more than one protected characteristic may generate its own unique set of experiences and require additional measures and service change.</p> <p>Co production of the action plan in the next phase of engagement will need to ensure that disabled BAME residents are involved. Ongoing engagement of disabled BAME residents' in-service design will also be critical to ensure that the needs of BAME users are included; an example of how this has been delivered in the past is the citizens jury.</p>	

The Communities and Health work stream recommendations will support mitigations in this area.	
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<b>Gender reassignment</b> - The process of transitioning from one gender to another.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>It is unclear what impacts this will have on this group of people as only 1 % of the respondents to the survey said their gender is not the same as the one they were assigned at birth.</p> <p>Fewer individuals responded no to this question in the impact of COVID 19 survey.</p> <p>None of the respondents to the attendance at the listening events responded no to this question</p> <p>The wellbeing survey and listening circles have not highlighted any specific need however further analysis will be undertaken as more engagement activities take place.</p>	
<b>Equality information on which above analysis is based.</b>	<b>Health data on which above analysis is based</b>
ONS estimates that Southwark has the second largest gay or lesbian population in London at 5%. Lambeth has the highest.	
<b>Mitigating actions to be taken</b>	

<b>Marriage and civil partnership</b> – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. <b>(Only to be considered in respect to the need to eliminate discrimination.)</b>	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>

No impact identified either positive or negative	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
<b>Mitigating actions to be taken</b>	

<b>Pregnancy and maternity</b> - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>There has been no impact identified as part of the engagement so far, however it should be noted that BAME women do have poorer outcomes during pregnancy and childbirth than white women.</p> <p>Work on improving health inequalities, working with BAME communities to co- design services and improving the targeting of health promotional materials and prevention work should have a positive impact on BAME women who are pregnant.</p> <p>The work that the council is doing to improve experiences of BAME staff should also look at experiences during pregnancy and maternity, co-producing appropriate interventions and services with BAME residents.</p> <p>The wellbeing survey and listening circles have not highlighted any specific need however further analysis will be undertaken as more engagement activities take place</p>	<p>BAME babies have the highest infant mortality rates. BAME communities are more likely to live in deprived areas and are more likely to have parents in a less advantaged socio-economic position.</p>
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>

	Office for National Statistics
<b>Mitigating actions to be taken</b>	
During the next phase of engagement with staff, experiences and impacts on pregnancy and maternity should also be explored.	
Communities and Health work stream recommendations will support mitigations in this area.	

<b>Race</b> - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>The focus of Southwark Stands Together is the experiences of people in the borough due to their racial or ethnic background, colour or nationality. The recommendations are all concerned with how we can address the inequality discrimination and injustice that people have experienced.</p> <p>The recommendations across all of the work streams Education, Employment and Business, Health, Interactions with the police, Culture and Community and Reinventing and Renewing the Public Realm should have a positive impact on people.</p> <p>There have also been a number of studies and reports over a considerable period of time, which also shed a light on the experiences of BAME communities and the inequality they face. As part of Southwark Stands Together further review of this literature will also inform further actions.</p> <p>During discussions about how people from different communities get on in the neighbourhoods across Southwark, it was</p>	<p>The main report contains a summary of the health impacts of discrimination on the grounds of race that the data is based on. It reflects the view that the recommendations will have a positive impact on people.</p> <p>There is strong evidence to show that discrimination is associated with mental health issues such as depression and anxiety. It is also associated with poorer physical health; research shows that people who report discrimination experiences are more likely to have the outcomes and risk factors of Cardiovascular Disease<sup>2</sup>.</p> <p>The engagement has highlighted the inequalities that Southwark BAME communities face in the areas of communities, culture, employment, education, health and</p>

<sup>2</sup> Williams, DR, Lawrence, JA, Davis, BA, Vu, C. Understanding how discrimination can affect health. Health Serv Res. 2019; 54: 1374– 1388. <https://doi.org/10.1111/1475-6773.13222>

<p>suggested that activities to learn about each other and the sharing of culture could be tools to support building community cohesion.</p> <p>The council will also need to improve its reach into BAME communities' as well stronger partnership working with key stakeholders to ensure that BAME voices and needs are addressed.</p> <p>The Southwark Stands Together survey results suggest that 70% of those from an ethnic minority in Southwark have experienced racial discrimination in the last 12 months<sup>1</sup></p>	<p>the criminal justice system. All of these areas have impacts on health and wellbeing.</p> <p>Evidence shows that people from BAME communities in the UK are more likely to suffer from social isolation, which is associated with poorer mental health<sup>3</sup>.</p> <p>Arts and culture have a positive impact on health and wellbeing but national evidence suggests that those from an ethnic minority are less likely to have access to arts growing up and that these industries do not represent the diversity of the UK population.</p>
<p><b>Equality information on which above analysis is based</b></p>	<p><b>Health data on which above analysis is based</b></p>
<p>Census 2011 Information: 54.2%: White Ethnic backgrounds, which includes 39.7% from White British backgrounds and 12.4% from White Other Ethnic backgrounds.</p> <p>45.8%: BAME backgrounds, which includes 26.9% from Black African and Caribbean backgrounds; 9.4% from Asian backgrounds; 6.2% from Mixed ethnic backgrounds and 3.3% from Other Ethnic backgrounds.</p> <p>Ward profile data also demonstrates where many communities are located and the wide ranging diversity of the borough.</p> <p>Data from:</p> <ul style="list-style-type: none"> <li>• Southwark COVID-19 Impact Survey</li> <li>• Southwark Standing Together Listening Exercise</li> <li>• Southwark Standing Together Survey</li> </ul> <p>Two-thirds (66%) of ethnic minority respondents had experienced racial discrimination within their employment, 3 times more than White British respondents</p> <p>One in seven (14%) of Black respondents reported experiencing discrimination all the time within the employment setting.</p> <p>For people who said that they had experienced</p>	<ul style="list-style-type: none"> <li>• Health impact analysis</li> </ul>

<sup>1</sup> Southwark Stands Together- Preliminary Quantitative Results. Southwark Council: London. 2020.

<sup>3</sup> GLA, Survey for Londoners, 2019

discrimination in employment, nearly two-thirds thought their career was restricted (62%) and others described feelings of anger and frustration (61%). Over half of the respondents had lost confidence (59%), lost trust (54%) and were sad or depressed (54%).

Two-thirds (67%) of ethnic minority respondents reported experiencing racial discrimination in education, compared to one-fifth (21%) of White British respondents

Half (53%) of respondents of Mixed ethnicity had experienced racial discrimination in education, followed by 48% of Black, 40% of Other, 38% of Asian and 17% of White Other ethnicity respondents.

Half (50%) of respondents who had experienced racial discrimination in education reported it made them angry or frustrated and made them lose confidence. Almost two-fifths (38%) felt their educational opportunities were restricted.

One-third (33%) of ethnic minority respondents had experienced racial discrimination in health and care services, compared to 9% of white British respondents

The ethnic groups who report the highest proportion of racial discrimination in health and care services were Black respondents (41%)

Over two-fifths (44%) of ethnic minority respondents had experienced racial discrimination in the out and about, one-third (32%) had in social spaces and one-seventh (15%) in cultural spaces.

When asked about services during the lockdown a higher proportion of ethnic minority, parent and carer respondents disagreed that services were there for people when they need them.

Half (50%) of Black and two-fifths (40%) of Mixed ethnicity respondents had experienced racial discrimination by the police.

Black and Muslim men are more likely to experience stop and search by the police.

Black and Other ethnicity respondents were more likely to experience discrimination when accessing council services than White British respondents were. A higher proportion of Black ethnicity respondents reported being discriminated against occasionally (25%) and all the time (11%) and a

<p>higher proportion of Asian ethnicity respondents reported being discriminated against occasionally (15%).</p>	
<p><b>Mitigating actions to be taken</b></p>	
<p>Currently we are working to develop the capacity of the Latin American community and supporting their better integration with the work of the council. Our work with faith organisations should also support our reach with BAME communities.</p> <p>As part of Southwark Stands Together further review of the literature on various aspects of inequality, injustice and discrimination will also inform further actions.</p> <p>Further engagement on developing the action plan and further analysis of the qualitative data we have collated will also build a fuller picture of what needs to change and develop plans for how we will make this change happen.</p> <p>The pledges of the Southwark Stands Together programme to work to address tackle discrimination racial inequalities and the recommendations in each work stream to achieve this are anticipated to have a positive impact on the mental and physical health of Southwark's BAME population.</p> <p>All of the work stream recommendations will support mitigations in this area.</p>	

<p><b>Religion and belief</b> - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p>	<p><b>Potential health impacts (positive and negative)</b></p>
<p>Faith organisation membership is very diverse in all parts of the borough. For some people from BAME backgrounds, religion is integral to their ethnicity and not separate from it. This has important implications for services developed and provided as well as promoting good relations.</p> <p>Faith leaders were active participants in the listening events and their thoughts and experiences have continued to shape the recommendations and will the future discussions and development of plans.</p>	

All of the work stream recommendations should have a positive impact for our faith communities.	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
<p>Census data 2011 This identified the following belief makeup of the borough:</p> <p>52.54% Christian; 1.35% Buddhist; 1.27% Hindu; 0.35% Jewish; 8.52% Muslim; 0.23% Sikh; 0.47% other religion; 26.74% no religion; 8.54% did not say.</p> <p>The Faith Strategy in addition to the work on Southwark Stands Together and understanding the impact of COVID 19.</p>	
<b>Mitigating actions to be taken</b>	
Culture, Communities and Health work stream recommendations will support mitigations in this area.	

<b>Sex</b> - A man or a woman.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>One of the comments made during the discussions was be aware of the impact of intersectionality (people have multiple identities and they overlap) on career progression.</p> <p>Employment (including job security and job quality) can have positive and negative impacts on an individual's physical and mental wellbeing.</p> <p>A higher proportion of women reported a negative impact on their mental health from COVID 19 and the lockdown.</p> <p>Parents and Carers reported greater negative impacts from COVID than those without children or caring responsibilities.</p> <p>During the discussions at the round tables it was clear that women as often the main carers feel very strongly the discrimination faced by their children and in particular their sons. This discrimination, which was prevalent in both school</p>	

environments and through the current nature of community policing, adding to their own poor well-being.  Measures that improve these experiences alongside improvements in work and business settings and addressing health inequalities should all have a positive impact.	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
Census 2011 data: Female: 50.5% Male: 49.5%  Data from: <ul style="list-style-type: none"> <li>• Southwark COVID-19 Impact Survey</li> <li>• Southwark Standing Together Listening Exercise</li> <li>• Southwark Standing Together Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Health impact analysis</li> </ul>
<b>Mitigating actions to be taken</b>	
All of the work stream recommendations will support mitigations in this area.	

<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
No impact identified either positive or negative.	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
<b>Mitigating actions to be taken</b>	
By working with the Southwark LBGTQI + network and the Southwark LBGTQ+ Staff Network in the next phase of the engagement on Southwark stands together to understand any additional issues faced by their BAME membership.	

<p><b>Socio-economic disadvantage</b> – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.</p>	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>Positive impact, especially on BAME communities living areas of the borough of higher deprivation</p> <p>Measures that seek to improve educational experiences and employment opportunities for BAME communities will have a positive impact on socio economic disadvantage.</p> <p>Workforce was also identified as one of the 6 broad themes and the key issue was around workplace inequalities with potential action around Advocate and support inclusive cultures</p> <p>Every organisation in Southwark should have a workforce that reflects the diversity of the communities in which they operate, at every level. There should also be an awareness of the impact of intersectionality (people have multiple identities and they overlap) on career progression.</p> <p>Employment (including job security and job quality) can have positive and negative impacts on an individual's physical and mental wellbeing.</p> <p>The listening exercise identified barriers to recruitment and informed action to ensure equal access to work. For example, perception of a glass ceiling, understanding cultural difference and disparities around employment opportunities. In addition, black women experienced both racism and sexism (intersectionality) within the workplace. BAME employees said that they feel their background or identity can have an effect on the opportunities they are given compared to those from a white British background.</p> <p>We know from the health data that the impact of COVID-19 that a higher proportion of ethnic minority respondent reported a negative impact on their physical health, finances, employment and workload than white respondents.</p>	<p>Although the average income in Southwark is in line with national levels, there are significant geographical inequalities within the borough. The neighbourhoods in these geographical areas have a much larger BAME population.</p> <p>BAME communities are more likely to be in low-paid or insecure employment. Nationally, employees in low income households are more likely to have lost work compared to high income households.</p> <p>There is a strong association between income and health; in the UK, the poorest 40% are twice more likely to report poor health than the richest 20%.</p> <p>BAME communities in the UK face a number of structural and systematic disadvantages, including socio-economic deprivation, poor housing conditions and barriers to accessing services. These disadvantages result a higher prevalence of a number of long-term conditions and poorer health outcomes for ethnic minority populations.</p> <p>The engagement has highlighted the inequalities that Southwark BAME communities face in the areas of communities, culture, employment, education, health and the criminal justice system. All of these areas have impacts on health and wellbeing.</p> <p>The economic, social and health inequalities have contributed to an</p>

	increased risk of COVID-19 related death in these communities, which has highlighted the need to tackle these issues to improve health of BAME populations and reduce inequalities.
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
<ul style="list-style-type: none"> <li>• Southwark COVID-19 Impact Survey</li> <li>• Southwark Standing Together Listening Exercise</li> <li>• Southwark Standing Together Survey</li> </ul> <p>Two-thirds (66%) of ethnic minority respondents had experienced racial discrimination within their employment, 3 times more than White British respondents</p> <p>One in seven (14%) of Black respondents reported experiencing discrimination all the time within the employment setting.</p> <p>The survey highlighted that employment and education were the two main areas that people experienced the most discrimination.</p> <p>For people who said that they had experienced discrimination in employment, nearly two-thirds thought their career was restricted (62%) and others described feelings of anger and frustration (61%). Over half of the respondents had lost confidence (59%), lost trust (54%) and were sad or depressed (54%).</p> <p>One-third (33%) had lost earnings as a result, with fewer respondents reporting no access to start up support (7%), unable to pursue business ideas (6%) or no access to loans (5%)</p>	<ul style="list-style-type: none"> <li>• Health impact analysis</li> </ul>
<b>Mitigating actions to be taken</b>	
<p>The pledges of the Southwark Stands Together programme to work to address tackle discrimination racial inequalities and the recommendations in each work stream to achieve this are anticipated to have a positive impact on the mental and physical health of Southwark's BAME population.</p> <p>All of the work stream recommendations will support mitigations in this area.</p>	

### **Human Rights**

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

#### **Potential impacts (positive and negative) of proposed policy/decision/business plan**

Positive impact on Human rights

#### **Information on which above analysis is based**

#### **Mitigating actions to be taken**

## Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1			
2			
3			
4			
5			
6			
7			

5. Equality objectives (for business plans)				
Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2

5. Health objectives (for business plans)				
Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2


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<b>Item No.</b> 11.	<b>Classification:</b> Open	<b>Date:</b> 8 September 2020	<b>Decision Taker:</b> Cabinet
<b>Report title:</b>		Community Hub - supporting the needs of the most vulnerable	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Cabinet Member for Housing & Modernisation	

## **FOREWORD - COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING AND MODERNISATION**

When the Covid-19 pandemic reached the UK it became immediately clear that if we were to offer the right kind of support, across all of our communities, we would need to act quickly, creating an entirely new support network from the ground up. Within days we launched the Southwark Community Hub, bringing together our council, NHS, voluntary and private sectors and thousands of volunteers to get support to those who needed it most.

The Hub went on to deliver support to over 10,000 people. We have delivered over 20,000 food parcels, supported health partners in delivering much needed medicines, and signposted residents to the welfare and financial support they needed. It has been an incredible collective response.

Now that the borough is cautiously moving out of lockdown, we have seen the demand for the Hub's primary services reduce significantly. Therefore we established a Review Group to explore the future of the Hub, and how we capture the benefits of the networks it established into the longer term. The Review heard evidence from the council, voluntary organisations, NHS, mutual-aid groups, faith organisations and many others, including testimony on how this partnership has benefited Southwark on a fundamental level.

I am so grateful to all our partner organisations, charities and volunteers who have contributed to the future of the Community Hub. This report outlines our intention to transform the Hub into the Southwark Community Support Alliance, not just to offer emergency support, but to achieve a long term step change in the way we support our community together. I look forward to taking this work forward over the coming years.

## **RECOMMENDATIONS**

That cabinet:

1. Notes the considerable efforts from all involved in the Community Hub in the provision of support to the most vulnerable in the community during the worst impacts of the Covid-19 pandemic.
2. Recognises the significant contribution of the voluntary and community sector in the localised provision of support networks within Southwark and supports the work being undertaken to build on the existing and future network.

3. Welcomes the outcomes from the review into the future of the Community Hub and the considerable impact from the contributors in steering the recommendations in this report.
4. Agrees to the approach to ensuring a managed transition for people supported by the Covid-19 Community Hub, stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with the appropriate support. This work will continue between now and December 2020.
5. Agrees the Covid-19 community support plan that sets out the emergency operating model in the event of a further spike in Covid-19 or a further lockdown.
6. Instructs officers to test new ways of providing housing, employment, skills, money, social care and immigration support in local communities, including testing how support from established public and voluntary and community sector (VCS) providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.
7. Instructs officers to bring a further report back to cabinet in October 2020 that sets out a more detailed plan for implementation of the council's response to the recommendations of the review working group.

## **BACKGROUND INFORMATION**

8. On 16 June 2020 cabinet recognised and agreed to continue to support the significant efforts of the Community Hub in assisting the most vulnerable residents during the worst impact of the pandemic.
9. Cabinet requested that a further report on the learning to date and longer term approach be brought back to cabinet for agreement in September 2020.
10. The Southwark Community Hub was set up in response to the pandemic and resulting lockdown to provide support for vulnerable residents, including social support and access to essential food and other essential supplies. Initially a local authority initiative responding to a government directive, in Southwark the Community Hub quickly evolved to become a joint initiative between the council, VCS and health providers.
11. This change came as a result of a recognition of the emerging scale of the crisis and the requirement to concentrate and coordinate resources to ensure that appropriate support could be provided to those most in need.
12. Through this partnership the Southwark Community Hub has delivered significantly more than the basic offer proposed by central government.
13. Support has been provided to three core groups:
  - Shielded residents, including interim deliveries while the government deliveries were put in place
  - Residents voluntarily shielding or in a group requiring strict social distancing who require support with essential food and other social support
  - Residents vulnerable or food insecure because of Covid-19, including loss of income or requiring additional social support

14. Operating under a steering group with representatives from the council, VCS and local health service, and a range of smaller cross-sector working groups, over the period of lockdown the Community Hub has developed a range of core offers as set out below.

### **Borough wide point of access**

15. A Covid-19 emergency phone line and email inbox was provided and staffed by the council, offering a borough wide point of contact for vulnerable residents to self-refer for support or to make a referral on behalf of friends or family. Importantly this has given access to a full range of support provided by the VCS, council, health and business partners. As well as providing clarity of access for residents this shouldered the main burden of assessment and triage, relieving pressure of dealing with new inward referrals from local VCS providers, many of whom were working at capacity in the early stages of lockdown to adapt existing provision or to contact and support existing services users.

### **Triage and case-management function**

16. Wellbeing and assessment scripts were developed for council call handlers alongside partners in the VCS and health service for use on all self-referrals and wellbeing calls (see below). Collecting contact information and assessing immediate support needs, these joint wellbeing assessments ensured that the most critical information was gathered by the council and partners for any onward referrals. Individual case-management support was offered by relevant teams for the most complex cases.

### **Proactive wellbeing calls**

17. Outward wellbeing calls were made to all shielded residents. This was supplemented by efforts of partners to contact existing service users and share and rationalise lists of those in receipt of support where appropriate and safe to do so.

### **Food deliveries**

18. Provision of food parcels has been one of the main focal points of the Community Hub, although by no means the limit of the offer (see below). Broadly, food parcels have been arranged through two means:
- Direct from the council - over 20,000 food parcels have been delivered by the council directly to residents. Southwark Building Services staff have sorted and delivered food packages to residents on the council delivery list. These packages have included non-food and non-perishable goods purchased wholesale, supplemented by two donated Fareshare deliveries per week (150 parcels) and fresh produce sourced from New Covent Garden and Borough Markets.
  - Distributed through neighbourhood food hubs - food deliveries also worked through a network of neighbourhood food hubs, located across the borough: Pecan, Pembroke House, Albrighton Community Centre, Central Southwark Community Hub, St George the Martyr, Time and Talents, Paxton Green and Lewington.
19. These neighbourhood hubs all stepped forward to offer additional support through the crisis and have developed delivery and collection models to distribute food parcels to local residents. The council has provided funding, logistics and supply support to these hubs based on local needs and capacity. Individual hubs have also leveraged their

own resources and external funding to grow and develop activity, often significantly. The neighbourhood hubs have also been bolstered considerably by the efforts of the local private sector, as businesses including Hubbub, Fooditude and Bermondsey Employment Skills and Training have pivoted to provide access to equipment or cooked meals to supplement food parcels.

### **Medical support needs**

20. The partners worked with the NHS, GP Federations and local pharmacies to support the delivery of prescriptions to shielded and vulnerable residents. Should there be further lockdowns then this service will be scaled up again.

### **Non-medical needs**

21. Beyond immediate food and medical requests, the Community Hub has also retained a focus on social and wider support needs, including telephone befriending and access to debt and welfare advice. Although many activities and services have had to close or adapt through the crisis, an up-to-date view of service availability and capacity has been developed through regular surveys of the sector by Community Southwark. As services have begun to re-open, or new activities emerge – such as those addressing digital inclusion through the provision of refurbished tablets and smartphones – these have been swiftly added to the new referral database.

### **Referral and reporting system**

22. Establishing quick channels of communication VCS and external partners have been critical to the operations of the hub, ensuring that residents can access the support that they require close to home. With central triage and assessment functions carried out at the centre through the single point of access, a simple and quick means of making outwards referrals and linking residents to neighbourhood food hubs or other local means of support was required.
23. Working closely with Pembroke House and Community Southwark a new system for making outward referrals was put in place rapidly using readily available software (Airtable). This has streamlined the process for outwards referrals from the hub to local providers and offers a platform to track and report on these referrals in real-time, including real-time updates on local service capacities. Created quickly at the outset of the problem this system provided a test-case for how appropriate use of software and technology could help with the development of services, including by identifying where there are gaps in provision that need to be filled.

### **KEY ISSUES FOR CONSIDERATION**

24. In response to the pandemic partners in Southwark established Community Hub arrangements to support local people through the pandemic.
25. Feedback on this work from partners and beneficiaries has been very positive, with many people reporting a leap forward in collaborative working across the council, VCS, and NHS. This review has considered how we can build on the success of this work. It sets out recommendations on the best ways to continue to support our community through the pandemic whilst also maximising the long-term legacy of this work for the people of our borough.
26. During July and August, the Review Group considered evidence and feedback from residents and partners. The recommendations are intended guide the work of the

council, voluntary and community sector, NHS and wider partners and funders from September 2020 onwards.

27. The speed and scale of the partnership-working involved in the Community Hub response to Covid-19 has been unprecedented. Between the Council, VCS and health partners we have established a borough wide front-door for vulnerable residents, a network of neighbourhood distribution centres, new cross-sector referrals routes and data-sets.
28. In addition to this work on the Community Hub, across the borough a new wave of residents have responded to the pandemic by offering support locally, whether through traditional volunteering routes or by establishing street-based mutual aid groups, and a swathe of established faith, community and tenants and residents groups have stepped forward to help those particularly in need.
29. In many ways, we have achieved more together in the past five months than we have in recent years. We now have the opportunity to build on the successes of this partnership-working to lay a long-lasting legacy for Southwark.
30. It is clear that a huge amount has been achieved in a quick space of time to support those most vulnerable through the Covid-19 crisis, but the work of the Community Hub has not always been an easy task. There has been a strong view of all partners that overall things have gone well and that there is a lot we can build on for the future.

### **The Community Hub Review Group**

31. The rapid review group was established in order to hear evidence from partners from across sectors on the response to date and views on priorities for the future of the Community Hub. Through the process of the review we have also sought to capture the lessons of the partnership-working to date.
32. The review has been led by a cross sector review group, including the following council, VCS and health representative:
  - Cllr Kieron Williams (Chair)
  - Cllr Evelyn Akoto, Cabinet Member for Community Safety and Public Health
  - Cathy Deplessis, Director, Southwark Pensioners Centre
  - Chris Mikata-Pralat, CEO, Community Southwark
  - Hayley Ormandy, Programme Director Partnership Southwark, NHS Southwark
  - Mike Wilson, Director, Pembroke House
  - Supported by a cross-council group of senior officers
33. The review group undertook an extensive programme of engagement and considered evidence from a wide range of sources including:
  - The eight local community food hubs that formed part of the Community Hub
  - Funders like United St Saviours who had supported the response
  - Services dealing with people needing hardship support and accessing the Southwark Emergency Support Scheme
  - Mutual-aid groups who mobilised thousands of volunteers alongside other grassroots community groups like Tenants & Residents Associations.
  - The Forum for Equalities and Human Rights in Southwark
  - Adult Social Care Providers
  - Health and Social Prescribing workers

- Public Health officers
  - Voluntary & Community Sector organisations across the borough who engaged in a wide ranging series of events organised and facilitated by Community Southwark.
34. The review also has also drawn on a range of research into the impacts of the pandemic in Southwark and on the work of the Community Hub itself, including:
- Survey of a representative sample of people supported by the current Hub arrangements
  - Survey of a representative sample of Southwark's population
  - Survey of voluntary and community organisations
  - Analysis of people served by the current Community Hub arrangements,
  - Rapid needs assessment to understand the health and wellbeing impact of the pandemic.
35. A number of key findings have emerged through this evidence concerning the challenges and opportunities facing the borough that have helped to frame the recommendations on the development of the community hub.
36. As well as tackling what we should do as partners next, throughout the evidence it has also been clear that there is a lot to learn from how partners have worked together through the current crisis. In many ways these are some of the most striking reflections from the review process and, taken together, these lessons can usefully form principles to underpin our collective approach as we develop the recommendations.
37. The principles for partnership working moving forward are:
- Mutuality and reciprocity – people and organisations contributing what they can as well as receiving support when they need it
  - Clarity of purpose - working to a clear common purpose
  - Collective resources – working to make the best uses of the resources we have in Southwark across the system an across all partners
  - Operations not just strategy – getting on with practical work together across the system
  - Relationships and communication - a partnership of equals across sectors
  - Data and technology - Effective use of data and intelligence to achieve more
  - Co-design – all partners working together to design the network and share approaches and tools.
38. The principles for providing support moving forward are:
- People are fully involved in identifying their needs and planning the support they receive
  - People have the opportunity to build on their strengths – planning of support helps individuals to identify their strengths at a personal and community level
  - People have access to the information, advice and guidance they need to meet their needs
  - People feel that they have access to services to improve their lives and wellbeing
  - Mutuality and reciprocity – people and communities contributing what they can as well as receiving support when they need it, and being valued for what they contribute.

## Summary of key findings and recommendations of the review group

39. The review report notes that building a longer-term legacy from the community hub means facing a number of challenges. Until there is an effective vaccine or treatment for Covid-19 we need to manage the transition from the currently emergency phase of the crisis through the next phases of lockdown, as well as remain prepared to scale-up activity again based on any future spikes in the virus. The first two recommendations set out below cover this transition period.
40. The review concludes that we need a clear framework to build on the lessons and opportunities of the community hub work over the longer-term. This requires clarity of vision, operating model and underlying principles. Taken together, this framework forms the governing recommendation of the report.
41. As set out in the key findings, the review process has touched on a number of wide-ranging issues that will require concerted work by partners over the longer-term. The review group identified a number of these contingencies and makes recommendations for how these areas of work could be aligned with the framework set out for the borough.
42. **Transition Recommendations:**
- **Recommendation 1 – A Managed Transition:** That all partners put in place a managed transition for people supported by the Covid-19 Community Hub, stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with the appropriate support.
  - **Recommendation 2 – The Emergency Operating Model:** The council and partners should agree a Covid-19 community support plan that sets out the emergency operating model in the event of a further spike in Covid-19 or a further lockdown.
43. **Legacy Recommendations:**
- (i) **Governing Recommendation: Building a Borough where everyone can contribute**
- **Recommendation 3 – A new alliance:** The council, VCS and health partners should work together to strengthen and further develop a Southwark community support alliance. This should be focused on providing social support that delivers long-term reductions in inequality, combining resources, building on the successes of the Community Hub, and founded on the vision, outcomes, principles and framework set out below.
- (ii) **Recommendations on related work**

The issues raised at the review group have been wide-ranging and has touched on a range of issues that relate to work taken forward by other groups and initiatives. Here we set out a range of recommendations that would bring these workstreams into line with the framework and vision of our governing recommendation.

- **Recommendation 4 - Embedding services in neighbourhoods:** Partners should embed access to existing service provision within neighbourhoods. This should include testing new ways of providing housing, employment, skills,

money, social care and immigration support in local communities - including testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.

- **Recommendation 5 – Making the Most of Social Prescribing:** Health partners should explore how social prescribing can become a central element of the community support alliance.
- **Recommendation 6 – Building effective referral systems:** The council, VCS and health partners should develop and embed a social support referral system – building on the success of the work Community Southwark have been leading using the Airtable platform.
- **Recommendation 7 – Encouraging and Supporting Volunteering:** The review recognised the significant role that volunteers have played in supporting vulnerable people in the borough. The review group recommends that Community Southwark should work with partners to find ways to celebrate and support volunteering.
- **Recommendation 8 – Aligning plans for emergency food provision:** Partners should work with the Southwark Food Action Alliance to develop a stronger common approach to emergency food provision, including establishing aligned criteria/thresholds, ways of avoiding duplication of service to individual people and shared relationships with food suppliers.
- **Recommendation 9 - Developing a common long-term approach to tackling food insecurity:** Partners should scale up community run low cost food projects - working through the Southwark Food Action Alliance to develop options for affordable food provision that support people's dignity and independence (including community supermarkets, pantries etc.), linked to the review of the food security plan.
- **Recommendation 10 – Understanding Southwark's hidden populations:** Research should be undertaken to better understand Southwark's population who do not have full recourse to public funds – to identify the scale of the population and the issues they face. Working with the VCS groups that are currently supporting large number of people in this situation to undertake the research.
- **Recommendation 11 – Tackling Digital Exclusion:** There is an urgent need to prioritise connecting digitally excluded people, including identifying how access to devices and data can be improved for people who cannot currently afford them and strengthening digital skills.
- **Recommendation 12 – Supporting grassroots organisations:** Community Southwark should review how capacity building support in the borough can best support the development of Southwark social/ community support alliance together with development/implementation of a formal partnership model of delivery with Voluntary and Community Sector organisations.
- **Recommendation 13 – Leveraging existing funds:** Funders in Southwark and beyond should consider how they can best use their existing resources to support the delivery of these recommendations.

- **Recommendation 14 – Tackling inequalities:** The review group heard evidence on the significant disproportionate impact on some communities. The review therefore recommends that all partners should:
  - Undertake joint work to understand those who were and remain worst affected by Covid-19, for example BAME groups.
  - Improve the way they collect, use and act on data moving forward, covering all equalities groups.
- **Recommendation 15 – Principles for working together:** The partnership should adopt the following principles in working together:
  - Mutuality and reciprocity – people and organisations contributing what they can as well as receiving support when they need it.
  - Co-design – all partners and residents working together to design the alliance and share approaches and tools.
  - Clarity of purpose - working to a clear common purpose.
  - Collective resources – working to make the best uses of the resources we have in Southwark across the system and across all partners.
  - Operations not just strategy – getting on with practical work together across the system.
  - Relationships and communication - a partnership of equals across sectors.
  - Data and technology - Effective use of data and intelligence to achieve more.

Both this and recommendation 16 are key enablers to the longer term approach.

- **Recommendation 16 – Principles for providing support:** The partnership should adopt the following principles for providing support moving forward:
  - Mutuality and reciprocity – people and communities contributing what they can as well as receiving support when they need it, and being valued for what they contribute.
  - People are fully involved in identifying their needs and planning the support they receive.
  - People have the opportunity to build on their strengths – planning of support helps individuals to identify their strengths at a personal and community level.
  - People have access to the information, advice and guidance they need to meet their needs.
  - People feel that they have access to services and less formal groups that improve their lives and wellbeing.

### **Stepping Down the current hub activity**

44. Southwark's Covid-19 Community Hub has been a remarkable success. Over 10,000 people have received significant support. Whilst much of this has been to meet short-term needs resulting from lockdown, a significant number of people need ongoing support either to meet pre-existing needs or as a result of the recession the pandemic has triggered.
45. It is vital that as a partnership we ensure a managed transition for people supported by the Covid-19 Community Hub as it steps down. This means stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with appropriate support.

## **A Southwark Community Support Alliance**

46. The success of our Community Hub has shown the potential for a stronger more integrated network of social support. A wealth of organisations are working to tackle poverty and inequality locally but support is fragmented. There is an opportunity to better integrate support in ways that build on the solidarity and reciprocity we have seen during this pandemic.
47. Moving forward the review recommends that we should develop a Southwark social/ community support alliance that is focused on providing social support that delivers long-term reductions in inequality, building on the successes of the Community Hub, and founded on the following outcomes and framework.
48. The high level outcomes for the alliance are
  - To improve outcomes for Southwark residents in ways that reduce inequalities in:
    - Self-efficacy
    - Health & Wellbeing
    - Resilience
    - Income
    - Food security & nutrition
    - Employment
    - Education & skills
    - Debt
    - Homelessness
  - To increase the number of Southwark residents who are giving back to their community.
49. The proposed framework for the Southwark Community Support Alliance is:
  - A borough wide access point – so people can find the support that is available for them.
  - Local community hubs/anchor organisations - providing advice and support in each part of the borough, with an agreed common role but provided by organisations that each have their own unique mission and operating model. Including making best use of space and the collective estate within neighbourhoods to support delivery.
  - Grassroots community groups (MA groups & TRAs etc.) working to ensure support reaches those who needs it.
  - Advice and support services (benefits, employment, housing, debt, immigration, social care etc.) provided by the voluntary and public sector, including independent advice.
  - Information and knowledge hub – provision of up to date information on central government policies, Southwark’s policies and procedures, changes in regulations and training support for advice providers.
  - Population group based ‘hubs’, providing access to specialist support:
    - Older People & Carers Hub
    - Wellbeing Hub
    - All-age Disabilities Hub
    - Children and Families Centres.

- Referral systems, including embedding the use of Airtable and development of Airtable as a community platform for disseminating information to providers.
- Data sharing, at a feasible and proportionate level between partners in the network.
- Coordination & engagement, including an overall coordination group and one or more forums to ensure wider key partners are engaged and mechanisms to engage the wider voluntary sector (building on the current community hub arrangements).
- Communications, so Southwark residents understand how to access the support and advice they need and are aware of how to volunteer and make donations to crisis support.

### **A Covid-19 Community Support Plan**

50. The risk of a second wave of Covid-19 remains high. Whilst Southwark's response to the first wave had many strengths there are lessons that can be learnt and improvements that can be made. A clear plan needs to be agreed by all partners to ensure the best possible response to any future increases in the local infection rate.
51. The high level response plan is set out as Appendix 1 to this report.

### **Testing New Ways of providing information, advice, guidance and support rooted in local communities**

52. Food poverty is often one of the most pressing issues people face but is rarely the root cause of their difficulties. To maximise their wellbeing, many people need to be able to address housing, employment, skills, money, social care, immigration and wider issues. However, people often find the support that is available hard to access.
53. It is therefore proposed to Test new ways of providing housing, employment, skills, money, social care and immigration support in local communities - including testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.

### **A link to social prescribing**

54. The link between primary care and wider social support in the borough could be much stronger. The NHS has invested in a five-year social prescribing programme to help overcome this. Integrating this work with the Southwark social/ community support network has the potential to achieve a leap forward in NHS/VCS/Council coordination.
55. It is proposed to explore how social prescribing can become a central element of the social/community support network.
56. The aim is to better join up 'social prescribing' services that have developed organically in Southwark incl. PCN social prescribing link workers so that this best supports Community Hub partners, can assist with collaborative/cross working and improve outcomes for local residents.
57. Collaboration and communication between partners will ensure a joined up, multi-disciplinary approach, which will reduce duplication and cater to the widest possible range of health and care needs.

58. A key principle is no wrong door for those accessing the support that they need every door is the right door.
59. The coordination role by the social prescribing service can ensure residents have access to a range of local services appropriate to their individual needs. Services involved will be able to specialise and maintain focus with wider social needs being covered by partner service and organisations involved.
60. A focus for this work will be to consider if any resources will be allocated from the NHS social prescribing scheme to the VCS groups handling their referrals.

### **Developing and embedding a social support referral system**

61. As part of the work on the Community Hub partners have achieved a leap forward in the sharing of referrals and data between public and VCS bodies. There is an opportunity to embed this work and in so doing to reduce duplication of effort and achieve better outcomes for Southwark residents.
62. It is therefore recommended to continue to develop and embed a social support referral system – building on the success of the work Community Southwark have been leading on using the Airtable platform.

### **Celebrating and supporting volunteering as a legacy**

63. Southwark residents have responded to the pandemic by giving unprecedented amounts of their time to volunteer for their community. Whilst volunteer numbers are dropping from their peak in April-June there continues to be a large number of people wishing to give back, including those who have also benefited from support.
64. Community Southwark is planning to recognise the work of volunteers on covid-19 as part of Southwark Stars ceremony in November 2020.
65. The partners will work with Community Southwark on a joint piece of work on encouraging and supporting volunteering. This will include how we can develop volunteers that reflect the demography of local communities, and what we can offer volunteers (e.g. functional skills training, career pathways for younger volunteers).

### **A stronger common approach to emergency food provision**

66. Covid-19 has made starkly clear the levels of food insecurity in our borough. Until the multiple inadequacies of the UK's welfare system are addressed there will continue to be a need for foodbanks. Opportunities exist to further strengthen collaboration and coordination between Southwark's foodbanks.
67. It is recommended to develop a stronger common approach to emergency food provision – working through the Southwark Food Action Alliance, including establishing aligned criteria/thresholds, ways of avoiding duplication of service to individual people and shared relationships with food suppliers.

### **Community run low cost food projects**

68. Partners in Southwark share a long-term aim to end food insecurity and poverty and the need for foodbanks. As part of that aim there is strong interest in collaborating to develop more affordable community run food options. A range of initiatives are already happening across the borough that can be built on.

69. The review recommends scaling up community run low cost food projects - working through the Southwark Food Action Alliance to develop options for affordable food provision that support people's dignity and independence (including community supermarkets, pantries etc), linked to the review of the food security plan.

### **Understanding those without recourse to public funds**

70. Throughout the review we have heard that a high proportion of people tipped into poverty by Covid-19 do not have full recourse to public funds. Without a welfare system to fall back on people in this situation have been left in acute financial hardship. There is an urgent need to better understand the scale of this issue and to make the case for a more humane immigration system.
71. Undertake research to better understand Southwark's population who do not have full recourse to public funds – to identify the scale of the population and the issues they face. Working with the VCS groups that are currently supporting large number of people in this situation to undertake the research.

### **Addressing digital exclusion**

72. Partners in Southwark have had incredible success in using digital platforms help provide social support during Covid-19. Many more people have engaged with these tools than might have been thought. However, the pandemic has also starkly shown the scale of exclusion for people who do not have access to a device or data, or who do not have digital skills.
73. The review group concluded that it is important moving forward to prioritise connecting digitally excluded people – including identify how access to devices and data can be improved for people who cannot currently afford them and strengthening digital skills.

### **Reviewing capacity building support**

74. There is a strong desire across VCS organisations in Southwark to work together to improve social support. Almost all VCS organisations in the borough are small and need support to develop. There is strong interest in doing this in reciprocal ways that link more established and emerging organisations so they can learn and improve support in their areas together.
75. The review recommends that the council work with Community Southwark to review how capacity building support in the borough can best support the development of Southwark social/ community support alliance.

### **The role of Funders**

76. In the first phase of the response to the pandemic local and regional funders stepped forward to support the huge scale of community activity meeting the needs of vulnerable people impacted by Covid-19. Businesses and others also came forward with donations of food, other goods and services.
77. The review recommends that funders in Southwark should consider how they can best use their existing resources to support the delivery of these recommendations.

### **Addressing the disproportionate impacts of Covid-19**

78. There were a number of groups that were identified as experiencing a disproportionately negative impact of Covid-19. An overarching theme to the partnership response has been to focus on protecting the most vulnerable in society. To identify these groups requires a thorough analysis of all the data available within the council and key stakeholders. In particular, this would include a review of monitoring data on local residents accessing services both before and during lockdown to identify changing patterns of demand and emerging trends, especially since services have moved predominantly online.
79. The review group recommended that all partners should work together to understand the disproportionate impacts and all partners should improve the way they collect, use and act on data on this going forward, covering all equalities groups.

### **Policy implications**

80. The Council Plan 2018-22 sets out the overall policy framework. This plan describes the commitments, measures and milestones to achieve the Council vision of a fairer future for all. It was adopted by Council Assembly in November 2018 and provides a council wide plan for delivery across all services to 2022. At its meeting on 5 May the cabinet agreed to instruct officers to review the Council Plan and medium term resources strategy in the light of the pandemic's impact on the borough and bring forward, where necessary, updated proposals to Cabinet by September 2020. The issues raised in this report will be factored into this work taking account of the broader policy and financial landscape as local and national recovery and renewal planning.

### **Community impact statement**

81. Covid-19 continues to impact residents and partners across the borough. As has been previously noted by cabinet the issues raised demonstrate, the full impact of Covid-19 on the borough cannot yet be known. This will become clearer in the months ahead. Some impacts may not be clear for some years.
82. The report notes the disproportionate impacts on vulnerable people and in particular on BAME groups. Cabinet is recommended to take forward a programme of work that responds to the inequalities exposed by Covid-19.
83. The wider social, environmental and economic impact on residents and the borough are significant. In considering, planning ahead for and mitigating the impact of Covid-19 on our borough the council, working with partners, will undertake the necessary work to more fully understand any specific implications on a particular group or groups of individuals in our community.
84. The Public Sector Equality Duty will be taken into account as we deliver services and respond to the continuing impact of Covid-19 on our borough as well as plan any changes to policy and operations arising from that impact. This will include more detailed identification of any vulnerable groups and individuals who may be in particular need of targeted support through the ongoing community support alliance.

### **Resource implications**

85. The estimated cost to the council to the end of September for the work on the Community Hub is £935,000 including food, staff costs and support for VCS partners.

86. The council has had to continue to respond quickly at unprecedented speed to the impact of Covid-19 on our borough and its communities. Beyond 31 March 2021, any resource implications from this work will be met within existing resources and if necessary considered through the process of agreeing the new Policy & Resources Strategy between November 2020 and February 2021.
87. There will be short-term costs of continuing this response to the pandemic between now and December and these are likely to be of the order of £250,000 including support for VCS partners in the current financial year. This will be a call on the emergency funding from central government. Should we need to step up the response again because of a further increase in the spread of covid-19 and further lockdowns these could be higher. The intention in the interim is to transition people to other forms of support and the team are reviewing all cases to consider what other support meets their needs. This includes that there is a referral process for those who may need support in claiming benefits or maximising their income to the local support team and where it is an option transitioning people to priority supermarket delivery slots for vulnerable people. A more detailed resourcing plan will be brought back to cabinet in October with the full response to implementation.

### **Consultation**

88. The review of the community hub has involved extensive consultation with partners in the VCS and health sectors and with residents impacted by Covid-19. It has also involved consultation with officers across the council. Moving forward co-design with partners and residents is a key principle of the approach to meeting the needs of vulnerable residents.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

#### **Director of Law and Democracy [20200901/NBC/v1]**

89. The Localism Act 2011 gives councils a general power of competence whereby they have power to do anything that individuals generally may do. This power can be used even if legislation already exist that allow a local authority to do the same thing. However, the general power of competence does not enable a local authority to do anything which it is unable to do by virtue of a pre-commencement or other limitation.
90. When making its decision, section 149 Equality Act 2010 requires that the decision maker must have due regard to the need to eliminate discrimination other prohibited conduct and advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not. Information about the council's assessment of the performance of this duty is set out in the body of the report.

#### **Strategic Director of Finance and Governance (H&M020/62)**

91. This report recommends a managed transition for those people currently supported by the Community Hub between now and December 2020. With a further report to cabinet in October 2020 detailing the implementation plan.
92. As noted within the resource implications, the estimated cost of the Community hub is £935,000 to the end of September (with £864,000 spend to date). There is a further estimated amount of £250,000 to help with the transition period. The Strategic Director of Finance and Governance in consultation with the Cabinet member for

Finance, Performance and Brexit, will determine the most appropriate allocation of Covid-19 emergency funding to council priorities.

93. Notwithstanding the government funding that has been made available to the council to mitigate the exceptional costs arising from Covid-19, it will be insufficient to meet the full financial impact on the council, therefore, careful consideration of the implementation plan and the ability to continue this work within existing resources beyond March 2021 will help minimise the financial burden on the council.

#### Reasons for Lateness

94. The report is late to take into account the considerations of the review group that only concluded on 21 August 2020 and to take into account the most up to date information on the response to Covid-19. Officers therefore needed time to consider the outcomes ahead of drafting the response to the report set out in Appendix 1.

#### Reasons for Urgency

95. The report is urgent so that Cabinet can agree and put in place, necessary next steps on support for vulnerable residents when the current arrangement ends at the end of September that will allow the council and partners to continue to deal with the Covid-19 pandemic and its impact on the borough.

#### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Papers of the review working group	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
<a href="https://www.communitysouthwark.org/southwark-community-hub-one-stop-support-during-the-covid-19-coronavirus-crisis">https://www.communitysouthwark.org/southwark-community-hub-one-stop-support-during-the-covid-19-coronavirus-crisis</a>		
Fairer Southwark Food Plan	Communities Division, Environment & Leisure 160 Tooley Street	Stephen Douglass 0207 525 0886
<a href="https://www.southwark.gov.uk/health-and-wellbeing/public-health/for-professionals?chapter=4">https://www.southwark.gov.uk/health-and-wellbeing/public-health/for-professionals?chapter=4</a>		

#### APPENDICES

No.	Title
Appendix 1	Southwark Covid-19 Community Hub: Report of the Review Working Group
Appendix 2	Southwark Community Hub Response Plan

## AUDIT TRAIL

<b>Cabinet Member</b>	Cllr Kieron Williams, Cabinet Member for Housing Management	
<b>Lead Officer</b>	Michael Scorer, Strategic Director of Housing & Modernisation	
<b>Report Author</b>	Stephen Douglass, Director of Communities	
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# Southwark Covid-19 Community Hub

## Report of the Review Working Group

*“In many ways, we have achieved more together in the past 5 months than we have in recent years. We now have the opportunity to build on the successes of this partnership-working to lay a long-lasting legacy for Southwark.”*

September 2020

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# Preface

This report sets out the recommendations of the rapid review of Southwark's Community Hub response to the Covid-19 pandemic.

In response to the pandemic partners in Southwark have established Community Hub arrangements to support local people through the pandemic. While the challenges have been significant, feedback on this work from partners and beneficiaries has been very positive, with many people reporting a leap forward in collaborative working across the council, voluntary and community sector and NHS.

This review has considered how we can build on the success of this work. It sets out recommendations on the best ways to continue to support our community through the pandemic whilst also maximising the long-term legacy of this work for the people of our borough: *to build a borough where everyone can participate*.

During July and August, the Review Group (described below) considered evidence and feedback from residents and partners. The recommendations are intended guide the work of the council, voluntary and community sector, NHS and wider partners and funders from September 2020 onwards.

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# Introduction

## Opportunity

The speed and scale of the partnership-working involved in the Community Hub response to Covid-19 has been unprecedented. Between the Council, VCS and health partners we have established: a borough wide front-door for vulnerable residents; a network of neighbourhood distribution centres and new cross-sector referrals routes and data-sets.

In addition to this work on the Community Hub, across the borough a new wave of residents have responded to the pandemic by offering support locally, whether through traditional volunteering routes or by establishing street-based mutual aid groups, and a swathe of established faith, community and tenants and residents' groups have stepped forward to help those particularly in need.

In many ways, we have achieved more *together* in the past 5 months than we have in recent years. We now have the opportunity to build on the successes of this partnership-working to lay a long-lasting legacy for Southwark.

## Challenge

There are, however, significant challenges that we will continue to face through the next phase of public health crisis, as well as post-vaccine or effective treatment.

The current pandemic has revealed, rather than caused, a food insecurity crisis and it has thrown a light on the significant number of residents within the borough who are facing underlying difficulties with debt, housing, employment or other aspects of daily life but may not be in receipt of benefits, social care packages or other formal offers of social support. These are long-term challenges that require a concerted and coordinated response across partners.

Although the working arrangements of the Community Hub are impressive, they are also not sustainable in their current form over the medium to longer-term. Partners are working at capacity and at spending levels that are unlikely to be viable given the economic challenges on the horizon.

We have mobilised around a clear public health crisis to work together in new ways but in what is likely to be a difficult economic and public health environment over coming years, the forces pulling us back to the status-quo will be strong.

We now need clear recommendations that sustain and build on the progress of recent months, in order to make the most of the resources we collectively have available to make a long-lasting impact on the underlying issues that have seen so many residents cast into a precarious position through the pandemic.

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# Summary of Recommendations

Building a longer-term legacy from the community hub means facing a number of challenges. Until there is an effective vaccine or treatment for Covid-19 we need to manage the transition from the currently emergency phase of the crisis through the next phases of lockdown, as well as remain prepared to scale-up activity again based on any future spikes in the virus. The first two recommendations set out below cover this transition period.

Second, we need a clear framework to build on the lessons and opportunities of the community hub work over the longer-term. This requires clarity of vision, operating model and underlying principles. Taken together, this framework forms the governing recommendation of this report.

Third, as set out in the key findings the review process has touched on a number of wide-ranging issues that will require concerted work by partners over the longer-term. We identify a number of these contingencies and make recommendations for how these areas of work could be aligned with the framework set out here for the borough.

## Transition Recommendations

**Recommendation 1 – A Managed Transition:** That all partners put in place a managed transition for people supported by the COVID19 Community Hub, stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with the appropriate support.

**Recommendation 2 – The Emergency Operating Model:** The council and partners should agree a Covid19 community support plan that sets out the emergency operating model in the event of a further spike in Covid-19 or a further lockdown.

## Legacy Recommendations

### **(i) Governing Recommendation: *Building a Borough where everyone can contribute***

**Recommendation 3 – A new alliance:** The council, VCS and health partners should work together to strengthen and further develop a Southwark community support alliance. This should be focused on providing social support that delivers long-term reductions in inequality, combining resources, building on the successes of the Community Hub, and founded on the vision, outcomes, principles and framework set out below.

### **(ii) Recommendations on related work**

The issues raised at the review group have been wide-ranging and has touched on a range of issues that relate to work taken forward by other groups and initiatives. Here we set out a

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range of recommendations that would bring these workstreams into line with the framework and vision of our governing recommendation.

**Recommendation 4 - Embedding services in neighbourhoods:** Partners should embed access to existing service provision within neighbourhoods. This should include testing new ways of providing housing, employment, skills, money, social care and immigration support in local communities - including testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.

**Recommendation 5 – Making the Most of Social Prescribing:** Health partners should explore how social prescribing can become a central element of the community support alliance.

**Recommendation 6 – Building effective referral systems:** The council, VCS and health partners should develop and embed a social support referral system – building on the success of the work Community Southwark have been leading using the Airtable platform.

**Recommendation 7 – Encouraging and Supporting Volunteering:** The review recognised the significant role that volunteers have played in supporting vulnerable people in the borough. The review group recommends that Community Southwark should work with partners to find ways to celebrate and support volunteering.

**Recommendation 8 – Aligning plans for emergency food provision:** Partners should work with the Southwark Food Action Alliance to develop a stronger common approach to emergency food provision, including establishing aligned criteria/thresholds, ways of avoiding duplication of service to individual people and shared relationships with food suppliers.

**Recommendation 9 - Developing a common long-term approach to tackling food insecurity:** Partners should scale up community run low cost food projects - working through the Southwark Food Action Alliance to develop options for affordable food provision that support people's dignity and independence (including community supermarkets, pantries etc.), linked to the review of the food security plan.

**Recommendation 10 – Understanding Southwark's hidden populations:** Research should be undertaken to better understand Southwark's population who do not have full recourse to public funds – to identify the scale of the population and the issues they face. Working with the VCS groups that are currently supporting large number of people in this situation to undertake the research.

**Recommendation 11 – Tackling Digital Exclusion:** There is an urgent need to prioritise connecting digitally excluded people, including identifying how access to devices and data can be improved for people who cannot currently afford them and strengthening digital skills.

**Recommendation 12 – Supporting grassroots organisations:** Community Southwark should review how capacity building support in the borough can best support the development of Southwark social/ community support alliance together with development/implementation of a formal partnership model of delivery with Voluntary and Community Sector organisations.

**Recommendation 13 – Leveraging existing funds:** Funders in Southwark and beyond should consider how they can best use their existing resources to support the delivery of these recommendations.

**Recommendation 14 – Tackling inequalities:** The review group heard evidence on the significant disproportionate impact on some communities. The review therefore recommends that all partners should:

- Undertake joint work to understand those who were and remain worst affected by Covid-19, for example BAME groups.
- Improve the way they collect, use and act on data moving forward, covering all equalities groups.

**Recommendation 15 – Principles for working together:** The partnership should adopt the following principles in working together:

- Mutuality and reciprocity – people and organisations contributing what they can as well as receiving support when they need it.
- Co-design – all partners and residents working together to design the alliance and share approaches and tools.
- Clarity of purpose - working to a clear common purpose.
- Collective resources – working to make the best uses of the resources we have in Southwark across the system and across all partners.
- Operations not just strategy – getting on with practical work together across the system.
- Relationships and communication - a partnership of equals across sectors.
- Data and technology - Effective use of data and intelligence to achieve more.

Both this and recommendation 16 are key enablers to the longer term approach.

**Recommendation 16 – Principles for providing support:** The partnership should adopt the following principles for providing support moving forward:

- Mutuality and reciprocity – people and communities contributing what they can as well as receiving support when they need it, and being valued for what they contribute.
  - People are fully involved in identifying their needs and planning the support they receive.
  - People have the opportunity to build on their strengths – planning of support helps individuals to identify their strengths at a personal and community level.
  - People have access to the information, advice and guidance they need to meet their needs.
  - People feel that they have access to services and less formal groups that improve their lives and wellbeing.
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# The Community Hub: story so far

The Southwark Community Hub was set up in response to the pandemic and resulting lockdown to provide support for vulnerable residents, including social support and access to essential food and other essential supplies. Initially a local authority initiative responding to a government directive, in Southwark the Community Hub quickly evolved to become a joint-initiative between the council, voluntary and community sector (VCS) and health providers.

This change came as a result of a recognition of the emerging scale of the crisis and the requirement to concentrate and coordinate resources to ensure that appropriate support could be provided to those most in need.

Through this partnership the Southwark Community Hub has delivered significantly more than the basic offer proposed by central government.

Support has been provided to three core groups:

1. Shielded residents, including interim deliveries while the government deliveries were put in place
2. Residents voluntarily shielding or in a group requiring strict social distancing who require support with essential food and other social support
3. Residents vulnerable or food insecure because of Covid-19, including loss of income or requiring additional social support

Operating under a steering group with representatives from the Council, VCS and local health service, and a range of smaller cross-sector working groups, over the period of lockdown the Community Hub has developed a range of core offers:

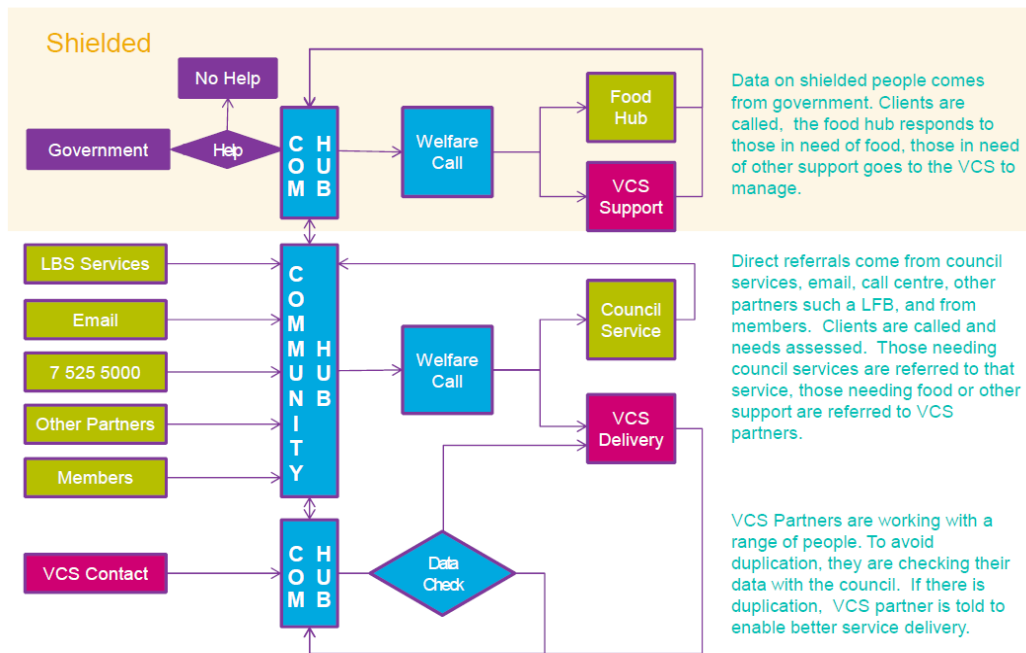
## Borough wide point of access

A Covid-19 emergency phone line and email inbox was provided and staffed by the council, offering a borough wide point of contact for vulnerable residents to self-refer for support or to make a referral on behalf of friends or family.

Importantly this has given access to a full range of support provided by the VCS, council, health and business partners. As well as providing clarity of access for residents this shouldered the main burden of assessment and triage, relieving the pressure of dealing with new inward referrals from local VCS providers, many of whom were working at capacity in the early stages of lockdown to adapt existing provision or to contact and support existing services users.

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## Community Hub Referral Pathways



## Triage and case-management function

Wellbeing and assessment scripts were developed for council call handlers alongside partners in the VCS and health service for use on all self-referrals and wellbeing calls (see below). Collecting contact information and assessing immediate support needs, these joint wellbeing assessments ensured that the most critical information was gathered by the council and partners for any onward referrals. Individual case-management support was offered by the complex cases team for the most complex cases.

## Proactive wellbeing calls

Outward wellbeing calls were made to all shielded residents. This was supplemented by efforts of partners to contact existing service users and share and rationalise lists of those in receipt of support where appropriate and safe to do so.

## Food deliveries

Although by no means the limit of the offer, the provision of food parcels has been one of the main focal points of the Community Hub, although by no means the limit of the offer (see below). Broadly, food parcels have been arranged through two means:

- Direct from the council - over 20,000 food parcels have been delivered by the council directly to residents. Southwark Building Services staff have sorted and delivered food packages to residents on the council delivery list. These packages have included non-food and non-perishable goods purchased wholesale, supplemented by two donated Fareshare deliveries per week (150 parcels) and fresh produce sourced from New Covent Garden and Borough Markets.

- b) Distributed through neighbourhood food hubs - food deliveries have also been made through a network of neighbourhood food hubs, spread across the borough: Pecan, Pembroke House, Albrighton Community Centre, Central Southwark Community Hub, St George the Martyr, Time and Talents, Paxton Green and Lewington.

These neighbourhood hubs all stepped forward to offer additional support through the crisis and have developed delivery and collection models to distribute food parcels to local residents. The council has provided funding, logistics and supply support to these hubs based on local needs and capacity. Individual hubs have also leveraged their own resources and external funding to grow and develop activity, often significantly.

The neighbourhood hubs have also been bolstered considerably by the efforts of regional charities such as the London Food Alliance and Hubbub supporting access to surplus food and fridges, as well as local businesses Fooditude, Bermondsey Employment Skills and Training and London based environmental charity Hubbub who have pivoted to provide access to equipment or cooked meals to supplement food parcels.

The position until the end of September is as follows:

- Individual food boxes are provided through a contract with New Covent Garden Market.
  - There are individual deliveries of 120 boxes of food per day which equates to 600 per week. These are delivered to Pedal Me at Cole Street at 7.30 every morning. Pedal Me take up to half of these to Pecan for Pedal Me's riders to collect and deliver.
  - The number of individual deliveries is currently reducing and is expected to fall significantly following calls to households on the delivery list to assess affordability or alternative options that are now available.
  - Bulk deliveries to the local hubs and other locations from the council are at 375 per week as follows:
    - 50 to Time and Talents (Wednesday)
    - 45 to St George the Martyr (Monday, Thursday and Friday)
    - 40 to Pembroke House (Tuesday)
    - 40 to Albrighton (Tuesday)
    - 40 to Lewington (Wednesday and Thursday)
    - 40 to Pecan (Thursday and Friday)
    - 40 to Paxton Green (Monday)
    - 40 to Central Southwark Food Bank (Tuesday and Thursday)
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- 20 to Dads House Foodbank (Tuesday)
- 20 to St Matthews Foodbank (Friday)
- All other organisations (including TRAs) are now directed to the local hubs rather than receiving their own supply of food.

Through the course of its operation there were a number of other organisations that the council provided bulk food deliveries to. This included TRAs, foodbanks, faith organisations and sheltered housing units including:

- Acorn Estate
- Albrighton Centre
- Astley Cooper TRA
- Brandon Estate TRA
- Brook Drive Sheltered Housing Unit
- D'Eynsford TMO
- George Walter Court
- Harmon Close
- Keetons TRA
- Kingswood Estrate TRA
- Leathermarket JMB
- Lew Evans House
- Lucy Brown House
- Marden
- Millpond TRA
- Nigerian National Community
- Nunhead Knocks Mutual Aid Group
- Old Kent Road Mosque
- Pedworth Sheltered Housing Unit
- St George the Martyr
- St Giles Foodbank
- Styles House TMO
- Sydenham Hill Estate TRA
- Sydenham Mutual Aid Group
- Tayo Situ House
- Tustin Estate TRA
- Walworth Living Room

There is a strong geographically based food network on the ground that can reach people. This extended beyond the neighbourhood hubs. Southwark Pensioners Centre, for example, worked with Central Southwark Community Hub to source food parcels and organise delivery via volunteers to older people. The arrangements set out in this report are intended to provide coverage of the whole borough moving forward.

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## Medical support needs

The partners worked with the NHS, GP Federations and local pharmacies to support the delivery of prescriptions to shielded and vulnerable residents. Should there be further lockdowns then this service will be scaled up again. Prior to Covid-19 there was an ongoing campaign encouraging sign-up to prescription deliveries but due to Covid-19 this service needed scaling up.

In setting this service up the GP federations and the CCG worked with the council to agree scripts concerning medicines delivery for the council's outbound calls to the shielded and others and for case managers receiving inbound calls at the council's community hub. If there are any difficulties with this, the hub can refer the patient to the Federations for support from the social prescribing link worker to liaise with their GP and pharmacy to resolve the issue.

The GP federations and the Southwark Medicines Optimisation team worked with the London Fire Brigade to agree a process to ensure delivery of medicines to those with cognitive impairment as GoodSAM does not take referrals for anyone with these needs.

## Non-medical needs

Beyond immediate food and medical requests, the Community Hub has also retained a focus on social and wider support needs, including access to telephone befriending and to debt and welfare advice. Although many VCS activities and services have had to close or adapt through the crisis, an up-to-date view of service availability and capacity has been developed through regular surveys of the sector by Community Southwark.

As services have begun to re-open, or new activities emerge – such as those addressing digital inclusion through the provision of refurbished tablets and smartphones – these have been swiftly added to the new referral database (see below).

## Referral and reporting system

Establishing quick channels of communication VCS and external partners have been critical to the operations of the hub, ensuring that residents can access the support that they require close to home. With central triage and assessment functions carried out at the centre through the boroughwide point of access, a simple and quick means of making outwards referrals and linking residents to neighbourhood food hubs or other local means of support was required.

Working with Pembroke House and Community Southwark a new system for making outward referrals was put in place rapidly using off the shelf software (Airtable). This has streamlined the process for outwards referrals from the hub to local providers and offers a platform to track and report on these referrals in real-time, including real-time updates on local service capacities. Created quickly at the outset of the problem this system provided a test-case for how appropriate use of software and technology could help with the development of services, including by identifying where there are gaps in provision that need to be filled. Future development will include operational users for future improvements

## Key Statistics

The table below sets out an analysis of those who accessed support from the Hub:

<b>Numbers of vulnerable people</b>	<ul style="list-style-type: none"> <li>In addition to the shielded list of just under 11,000 residents, the community hub has dealt with 10,021 vulnerable residents in council housing, 5,312 people with social care packages, 70 people via the No Recourse to Public Funds Service and 2,017 referrals/self-referrals from residents living in non-council temporary accommodation</li> </ul>
<b>Calls to the support line</b>	<ul style="list-style-type: none"> <li>In April, there were almost 3,000 calls received relating to the COVID-19 outbreak via the centralised COVID support line. Most calls relate to food requests (26%), shopping needs (20%) or medical or isolation advice (17%).</li> </ul>
<b>Age UK proactive contact</b>	<ul style="list-style-type: none"> <li>Age UK Southwark &amp; Lewisham have proactively contacted 3,100 clients including welfare checks to everyone over the age of 68 known to the team in 2019. And delivered 9,979 hot meals and 397 grocery packs, and made 704 Food2You deliveries.</li> </ul>
<b>Southwark Pensioners Centre</b>	<ul style="list-style-type: none"> <li>Southwark Pensioners Centre delivered 950 food parcels to older people across the borough.</li> </ul>
<b>Walworth Community Food Hub</b>	<ul style="list-style-type: none"> <li>Between mid-March and July, the Walworth Community Food hub has delivered over 12,700 food parcels, containing 100 tonnes of food to more than 600 households per week in the Walworth area.</li> </ul>
<b>Referral numbers</b>	<ul style="list-style-type: none"> <li>There have been an average of 46 new referrals a week, and an average of 8 households no longer requiring food.</li> </ul>
<b>Shielded Numbers</b>	<ul style="list-style-type: none"> <li>The number of Southwark residents on the shielded list peaked at 10,765. As of 1 July, this had fallen to 9,888. As of 21 August 2020 this stands at 10,518 Southwark residents.</li> </ul>
<b>Age of shielded residents</b>	<ul style="list-style-type: none"> <li>Over half (53%) of people on the shielded list are 50-79 years.</li> </ul>
<b>Age of those requiring support from the hub</b>	<ul style="list-style-type: none"> <li>Registration rates for support via the hub were highest for those aged 40-79. Older shielders were less likely to have requested food deliveries from central govt.</li> </ul>
<b>Location of those shielding</b>	<ul style="list-style-type: none"> <li>73% of shielders are in the most deprived 40% of the population. Wards with largest shielding populations are – Nunhead and Queens Road, Newington, Old Kent Road and</li> </ul>

## Peckham

<b>Location of non-shielded residents seeking support</b>	<ul style="list-style-type: none"><li>• For non-shielded referrals to the hub, the wards with the largest number of referrals were Nunhead and Queens Road, Newington and Old Kent Road.</li></ul>
<b>Reasons for referrals</b>	<ul style="list-style-type: none"><li>• Key reasons for referrals include: vulnerability due to COVID-19 (age/health conditions), short-term lack of funds, loss of work and financial hardship and long-term food insecurity.</li></ul>

# Case studies

The review group heard from a number of organisations who had played a crucial role in supporting vulnerable people impacted by Covid-19. The case studies are examples of different kinds of organisations and individuals and provide key learning points for the future from their perspectives and experiences.

## Residents

**Mina** called the Southwark Council Covid Support line after her doctor told her to self-isolate for 12 weeks due to asthma and other health problems. She was also short of credit for a prepayment meter due to increased energy use by being at home 24 hours a day. The Hub was able to offer support via the Council's Emergency Support scheme for help with fuel bills, while referring her to Pembroke House for support with food delivery to get her through the period of lockdown. During a check-in call from Pembroke House it was apparent that isolation was impacting mental health, and she was supported to access Talking Therapies Southwark.

**Tom** is a sufferer of COPD and other long term conditions, including depression, but had not received a letter from the Government. Previously a sociable regular at Pembroke House lunch club, Tom was now socially isolated, extremely anxious about going out, and a lack of food at home was becoming a serious problem. At the start of the Covid-19 crisis Villa St GP surgery reached out to Pembroke House about some of the patients they had concerns about. Pembroke House called these patients, one of whom was Tom. Pembroke House arranged for a regular food bag delivery and once the certainty of this service was established, Tom also felt able to sign up for a befriending service.

**Lucas'** GP referred him to the Social Prescribing Link Worker, as his chronic depression and anxiety meant he was finding lockdown particularly difficult. Due to his mental health needs, Lucas was finding it difficult to engage with services and was having trouble with his benefits. The Link Worker referred him to the Southwark Wellbeing Hub to connect him with a support worker that could help him with his low mood and provide benefits advice. The Link Worker also applied for the Southwark Hardship Fund on his behalf, from which he received £208 for food and bills; and organised weekly food parcels to be delivered via the community settlement, Pembroke House.

Lucas appreciated this effort and was inspired to re-apply for his benefits and engage with a telephone counselling service that he had previously been too nervous to use.

Lucas is now engaged with a support worker, who offers three months of support and weekly calls; together they are working to access new accommodation for him, which would enable Lucas to have his daughter to stay with him at weekends. The Link Worker is continuing to work with Lucas to support him through positive changes he wants to make to his life.

*'Thanks for all your efforts – I have been struggling to find the right help for Lucas at this time, so am really pleased to have found you. Thank you so much!'*

## Nunhead Knocks Mutual-Aid Group

Nunhead Knocks started as a small group of people who live in Nunhead and Peckham that care about looking after their community. As they watched the Covid-19 crisis spread across Europe, they soon realised they'd need to respond quickly to support their little pocket of London - so they created Nunhead Knocks.

Within 24 hours, a small core team of volunteers had assembled to try and build a system to match all the offers of help we were getting to those who needed it. They quickly built a website and within a few days were getting logistics sorted and had recruited dozens of volunteers to help.

Within a week they had delivered leaflets to over 11,000 homes in their area and had over 1,100 volunteers ready to help. They had already matched 32 requests with people who could help them.

Nunhead Knocks has the support of local businesses, Mutual Aid groups, experts, charities and tenants groups who they are working with to support their neighbours safely and securely. They now have experts to refer people with specialist needs to as well as in areas such as food hygiene, safe delivery of services, pet care and finance.

Nunhead Knocks are now sharing their system with other neighbourhoods across London and the country because it works, they can match people needing help with those who can give it, hyper-locally, often in their own street, they want to make sure no one is left alone to face this, even in isolation.

The group is now looking to become more formally established and more democratic and representative of the people they serve.

As the pandemic developed and in the first few weeks the group were overwhelmed by the numbers of volunteers coming forward to help - in the end around 1,800 people volunteered. In the first few weeks prior to the central government food deliveries coming on stream the group started to deliver food parcels (and cooked meals) in small numbers to their neighbours in need of support.

It took some time for the group to become more organised and develop appropriate systems for how they worked. For example, they broke their area down into 29 zones which meant their volunteers did not have to travel too far from home to provide support.

The group learned as things developed including from the things they did that did not go well as well as those that did. In the early days they started to provide cooked meals and had capacity to do 100 of these per week but this took a lot of time to get up to speed. Initially they also accepted donations of things like mattresses and fridges but these were difficult to handle and less needed.

One thing the group noted was that some of those being supported were reluctant to come forward and even less likely to approach what they saw as the authorities.

The relationship with the local authority was crucial in supporting the group – a small grant supported their work for 10 weeks and they were enormously grateful for this support.

Access to and use of the Green Community Centre in Nunhead was also essential to the group being able to function as successfully as they did.

The group are keen to get back to signposting and wider advice and support than food and are keen that they are provided with support in doing this to address the underlying local challenges.

In terms of who the group was supporting this changed over time initially it was those who could not or were too worried to leave home, this shifted towards more people who were in economic hardship because of a Covid-related loss of employment. They also noticed the large numbers of people who were isolated with no other support networks (particularly around the Old Kent Road area) including many people who did not have English as a first language and appeared to have immigration concerns.

Their outreach programme when it started worked really well and allowed them to build bridges and trust with those reluctant to come forward – for example they established good relationships with the local faith organisations which helped in reaching out.

The group recently held a Town hall meeting to start planning for what next. This had a large number of volunteers present to give their feedback and the Steering Group are currently working through this – they are keen to continue working in the community and to retain the relationship with the council, Community Southwark and the Green Community Centre including to build relationships with other groups. They now work very closely with others including the SE15 groups – one of their committee members chairs a weekly coming together of groups in SE15.

The two things that the council provided that were invaluable were the small grant and the food deliveries to them.

## Flashy Wings Ministry

Flashy Wings Ministry was founded by Queen Enefolo Ekuerhare in 2009. It is a small faith based organisation and a non-denominational charity, built on Christian values, that serves people from all walks of life. Its purpose and focus is to motivate, educate, and inspire women of all backgrounds. It provides a wide range of resources, advice and support to women in dealing with issues they face including health, finances, parenting and domestic abuse. Much of its work was done face to face including through workshops and conferences. Its purpose is to bring women together to share their experience and to inspire and motivate them to face the challenges they are dealing with.

When the pandemic hit Flashy Wings Ministry was unable to provide its services in the normal way. The staff saw a significant number of women starting to be affected by the impact of Covid-19 and so decided to switch to providing support including with food in dealing with these issues. With the help of a small grant from United St Saviours Flashy Wings was able to start delivering food to women who were impacted. This quickly grew to support for over 1,800 women in desperate need. Without the help from United St Saviours this would not have been possible.

Flashy Wings did a survey to collect information on some of the women they were supporting and over 80 of these responded. The survey showed that:

- 99% of women supported were from BAME backgrounds
- 30% reported having no recourse to public funds
- 20% reported a Covid-19 related change in financial circumstances.

- 10% reported low income
- 3% had special dietary needs in some cases due to medical conditions
- 8% needed packed ready meals mainly older people
- 15% needed baby food and other baby essentials
- 12% needed hygiene items
- 2% reported hardship caused by delayed payments of Universal Credit

Flashy Wings approach is different to some foodbanks in that they:

- take into account individual dietary requirements
- provide packed ready meals for older people
- provide packages of food tailor made to individual need
- provide baby food and baby essentials
- provide adult essentials and hygiene items.

They noticed that many of the people they were supporting reported being afraid of using statutory services or even foodbanks because of their immigration status.

The work highlighted a number of underlying challenges that must be addressed in future:

- An upsurge in Mental Health Issues
- A rise in Domestic Violence
- Long term deprivation resulting from the impacts of the pandemic

Flashy Wings now plan to re-introduce digital and face to face sessions when they can do safely to provide education and awareness raising and to empower women from BAME communities. They plan to organize:

- Parenting Classes
- A Domestic Violence Awareness Programme
- Mental Health Awareness Classes
- Financial Education Classes

Flashy Wings Ministry believe the pandemic has left a lot of vulnerable women confused, uncertain about the future and has wreaked financial havoc. Despite this they remain optimistic that with support and care for each other we can overcome.



## Social Prescribing

Early on in the COVID-19 response, the CCG, Primary Care Networks (PCN) and Clinical Effectiveness Southwark developed a proactive care pathway and template for general practice to support remote (telephone and/or video) contacts with shielded/vulnerable patients to optimise the management of their underlying conditions, tailor information giving, and support advanced care planning where appropriate.

Any identified social needs are referred or signposted on to the PCN social prescribing link workers, the community hub, GoodSAM or other sources of support.

The GP federations and the CCG have worked with the council to agree scripts concerning medicines delivery for the council's outbound calls to the shielded and for case managers receiving inbound calls at the council's community hub. If there are any difficulties with this, the hub can refer the patient to the Federations for support from the social prescribing link worker to liaise with their GP and pharmacy to resolve the issue.

The GP federations and the Southwark Medicines Optimisation team worked with the London Fire Brigade to agree a process to ensure delivery of medicines to those with cognitive impairment as GoodSAM does not take referrals for anyone with a cognitive impairment.

In relation to social prescribing, PCNs are expanding the social prescriber team to meet demand from our communities, supporting the development of peer networks, continuing to develop and maintain a directory of services, and considering how they can further align pathways with the Community Hub, Older People's Hub and Healthy Lifestyle Hub.

Work is also underway, which is being led by Clinical Effectiveness Southwark, to further develop a proactive approach in primary care and mitigate the impact of COVID-19 on people with long-term conditions.

As of 1 July, circa 7,000 patients had been reviewed by primary care using the proactive care pathway and template. Of these patients, 1,171 identified as having an informal/formal carer, and 423 identified as housebound.

Any identified social needs are referred or signposted on to a PCN social prescribing link workers, the community hub, GoodSAM or other support. 363 people were referred from the proactive review to a VCS service with their consent.

140 people have been referred to the PCN social prescribers in the north and south of the borough. The first telephone appointment with a link worker is on average within 14 hours of the referral.

PCN social prescribers have identified a range of different needs – mostly social support (44%), food delivery (21%) and mental health (21%). And have referred to over 30 different services/organisations for ongoing support.

There has been a shift in focus from prevention to supporting people in crisis, as social prescribers have found this to be a more complex cohort than envisaged. Social prescribers have provided practical and emotional support incl. welfare calls, mental health support, bereavement, anxiety, social isolation and loneliness, those in financial crisis and those with addictions.

## Central Southwark Community Hub

The team at Central Southwark Community Hub had been managing a Foodbank for seven years and been involved in other community projects at various levels. During this time have noticed how the people who rely on them are, more often than not, in need through no fault of their own and are merely victims of circumstance.

Their newest venture was to open a community hub, including a food bank, that will give people in need a place to visit that will help them receive some basic care provisions and give them the means to improve their own situations.

Over the last seven years, they gained a wealth of experience by speaking to service users and familiarising themselves with their different situations. This allowed them to develop strategies to best help vulnerable people, experiencing food poverty and address the underlying causes of their situations.

They also ran a Holiday Club which provided Holiday learning, food and play for families who need it most.

When the pandemic hit the focus of their services shifted from addressing wider needs to supporting the food needs of people impacted by covid. Their food parcels provide a week's worth of groceries and toiletries for each person in a given household.

From March to July they noticed the number of clients increasing exponentially from 72 households in March to 566 in April and 1035 in May with the numbers then slowly decreasing to 594 in July.

The majority of the people they support are from the South American community in Southwark, predominantly the Walworth Road area. More than half of these clients from this community qualify as NRPF (no recourse to public funds), whilst over 60% live in, often cramped, privately rented accommodation. Throughout the pandemic they have received stories from some of these clients complaining of the poor, cramped conditions in which they live. Some have even warned of having a curfew and allotted times to use the toilet, kitchen and turn off the lights. More than 60% of their South American clientele were living in privately rented accommodation, and a considerable proportion of them do not wish to fill out forms (some said through fear of being located by authorities/ the home office).

Prior to the pandemic, their largest client group came from the Black African communities in Southwark, who now make up the second largest client group. In comparison to South American communities, these households are more often families with children. A large proportion of this group are also NRPF - just under 20%. They are convinced that all of the data collected in regards to ethnicity further supports the data we see in wider society which all highlights food insecurity as a race issue.

They believe that in order to tackle food insecurity in Southwark and beyond, we must first tackle racial inequality. In London, 1 in 3 food vouchers are given to those of black ethnic heritage despite the fact those of black ethnic heritage make up only 13.3. % of the population. Across the UK statistical analysis has shown that minority ethnic groups are more likely to face food security challenges than their white British counterparts (Trussell Trust).

Over the course of the pandemic they have seen a significant rise in the number of clients living in emergency accommodation. Though on the surface this may seem negative, they assume it is actually as a result of the 'rapid rehousing' of the homeless during the pandemic

which has resulted in them being ‘on the map’ again and thus around to receive further support and advice.

The significant proportion of clientele using privately rented accommodation (>35%) is as a result of the large population of NRPF clients. Despite this, public/social housing is still the most common accommodation.

Since the beginning of the pandemic, the majority of their clientele have been unemployed (>72%). At the start of the pandemic, many of their clients with NRPF were let go from their jobs (more often in the informal sector) and given no furlough or redundancy.

The number of NRPF clientele at Central Southwark Community Hub also explains the great disparity between ‘Contractor Part Time Employed’ and ‘Part Time Employed’. In this way, they have witnessed many NRPF clients on zero-hour contracts, working in the informal sector as a way of getting around the lack of opportunity they experience as NRPF.

Data has also been collected on where the referrals have come from, in order to assess relationships with other hubs and organisations. This chart depicts the referral organisation that signposted the client household to Central Southwark Community Hub. The largest proportion have been referred to us by the Glory of Shaddai Church. The Glory of Shaddai Church is a predominantly Latin American Christian Church. Other notable organisations include SPC (Southwark Pensioners Centre) and Southwark’s Social Care Team.

Prior to the lockdown, clients seen by Central Southwark Community hub were largely families with No Recourse to Public Funds. Now, this group has increased whilst other groups (such as those claiming benefit, homeless or isolating) are also increasing. Notably, there has been a large number of clients who have used the foodbank due to a delay in their Universal Credit payment, which they applied for after losing income.

In most cases, there are multiple reasons for referral. The data collected has enabled the identification of those who receive a disability benefit (2.5% of clients). In 6.1% of cases people are self-isolating due to ‘underlying health conditions’ and unable to access food. Central Southwark Community Hub is helping those in these difficult situations, however the number of these referrals has massively decreased since they can now be signposted to food deliveries from private institutions. 58 people with NRPF (No recourse to public funds) have so far been referred, however they assume this figure is in fact a lot larger since a lot of the Latin American community from the Glory of Shaddai Church, when referred, were not given reasons for referral. They are currently working with translators to highlight their problems, in order to support them further.

## Walworth Community Food Hub

The Walworth Community Food Hub is run by Pembroke House, a centre for social action and residential settlement that is based just off the Old Kent Road.

In normal times Pembroke House delivers and supports 30 projects for local people, providing opportunities for residents to connect with each other and with other activities and services; try new things, learn and grow; and give back and contribute to their community. Although Pembroke House ran some food projects before Covid-19 – such as a weekly lunch club and a community café, both of which used surplus food from the charity City Harvest – they hadn’t operated a large-scale food distribution project before. When lockdown was imposed, Pembroke House’s first priority was to speak to regular participants to find out what support they might need during the crisis, as well as to other

organisations and agencies working in the neighbourhood. Access to food was by far the biggest concern.

In response, they established a new food distribution operation that was up-and-running just days after lockdown began.

For six days each week, food from a variety of sources arrives at the Hub. Some has been donated by Southwark Council and much comes from FareShare, the surplus food redistribution charity.

The food is sorted by volunteers and divided into 8kg packages, containing a range of items: fresh, chilled or frozen ingredients, ready-to-eat meals, and cupboard goods. The packages are then delivered by volunteer cycle couriers to people in need.

Since the start of lockdown, more than 100 tonnes of food have been delivered to thousands of local households in over 10,000 individual food packages.

The Hub began operating at the end of March, delivering 1.5 tonnes of food to just over 300 households. At its peak in late June/early July, in a single week the Hub delivered over seven tonnes to more than 600 local households.

While some people's circumstances have improved as lockdown has eased, there are still over 400 households registered for deliveries, meaning that over a thousand local people still rely on the Hub to feed themselves and their families.

The Hub was set up to serve the community in Walworth (SE17) and surrounding neighbourhoods (parts of SE1, SE5, SE11, SE15 and SE16). Its defined area of benefit is currently households within a one-mile radius of Pembroke House itself (SE17 1QR).

The Walworth Community Food Hub now receives referrals from over 30 partner organisations, including a school, a nursery, local charities, a GP surgery, a mutual aid group, and the council's Covid-19 Hub.

The Hub prioritises regular deliveries to people who are self-isolating due to Covid-19 symptoms, suffering a sudden short-term lack of funds due to the crisis, or experiencing significant extra pressure as carers.

Priority is also given to those who do not have other means of support such as friends, family or neighbours, access to online shopping, or access to food banks.

The Walworth Community Food Hub has been designed to provide an opportunity for local residents to support one another whilst protecting the personal data of the most vulnerable individuals. Food package recipients receive communications from the Hub (e.g. about their next scheduled delivery) via text message, using a system operated by Pembroke House staff. Volunteers and recipients never receive one another's contact details and volunteers adhere to strict hygiene and social distancing protocols – both at the Hub and while making deliveries in the neighbourhood.

Originally based at Pembroke House's building on Tatum Street, the Hub has now moved to the Walworth Living Room on Surrey Square – a new community space, led by the Pembroke House team, that opened its doors in 2019.

While continuing to support the hundreds of people who still rely on the Walworth Community Food Hub, Pembroke House is beginning to consider how to develop a longer-

term project that works to tackle not just the symptoms but the root causes of food insecurity in Walworth.

This will build on local skills and resources, allowing participants to contribute as well as benefit. Creating and sharing food will be a focal point, bringing people together and providing an access route to other services and support.

The project's format will be determined over the coming months, in partnership with local people and organisations. However, it will centre on the Walworth Living Room, and could include a donations-based café, partnerships with local growing projects, a community pantry, resident-led cookery workshops, and access to debt-advice and other services.

# The Review Group

It is clear that a huge amount has been achieved in a quick space of time to support those most vulnerable through the Covid-19 crisis, but the work of the Community Hub has not always been an easy task. Partners have agreed that the work of the hub has been a success and there is much to build on to leave a long lasting legacy for the future. It is clear, that through both the successes and the challenges of the Community Hub a huge amount has been learned along the way.

This rapid review group was established in order to hear evidence from partners from across sectors on the response to date and views on priorities for the future of the Community Hub. Through the process of the review we have also sought to capture the lessons of the partnership-working to date.

The review has been led by a cross sector review group, including the following council, VCS and health representatives:

- Cllr Kieron Williams (Chair)
- Cllr Evelyn Akoto, Cabinet Member for Community Safety and Public Health
- Cathy Deplessis, Director, Southwark Pensioners Centre
- Chris Mikata-Pralat, Chief Executive Officer, Community Southwark
- Hayley Ormandy, Programme Director Partnership Southwark
- Mike Wilson, Executive Director, Pembroke House

The review group undertook an extensive programme of engagement and considered evidence from a wide range of sources including:

- The 8 local community food hubs that formed part of the Community Hub.
- Funders like United St Saviours who had supported the response.
- Services dealing with people needing hardship support and accessing the Southwark Emergency Support Scheme.
- Mutual-aid groups who mobilised thousands of volunteers alongside faith groups and other grassroots community groups like Tenants & Residents Associations.
- The Forum for Equalities and Human Rights in Southwark.
- Adult Social Care Providers.
- Health and Social Prescribing workers.

- Public Health officers.
- Voluntary & Community Sector organisations across the borough who engaged in a wide-ranging series of events organised and facilitated by Community Southwark.

The review also has also draw on a range of research into the impacts of the pandemic in Southwark and on the work of the Community Hub itself, including:

- Survey of a representative sample of people supported by the current Hub arrangements.
- Survey of a representative sample of Southwark's population
- Survey of voluntary and community organisations
- Analysis of people served by the current Community Hub arrangements,
- Rapid needs assessment to understand the health and wellbeing impact of the pandemic

A number of key findings have emerged through this evidence concerning the challenges and opportunities facing the borough that have helped to frame the recommendations on the development of the community hub below.

As well as tackling *what* we should do as partners next, throughout the evidence it has also been clear that there is a lot to learn from *how* partners have worked together through the current crisis. In many ways these are some of the most striking reflections from the review process and, taken together, these lessons can usefully form principles to underpin our collective approach as we develop the recommendations below.

# Key Findings

## Wide-ranging vulnerabilities

While many residents within the borough may have been able to alter working and lifestyle patterns to adapt to the changes brought about due to lockdown, the pandemic has shone a light on a significant number of residents who find themselves in precarious positions and for whom lockdown has brought major challenges, even leading to crisis.

Although many of these residents are known to agencies, a significant proportion of those who have accessed support through the Covid-19 crisis are in vulnerable situations but nevertheless fall below the radar of traditional services, including those with no recourse to public funds.

Evidence provided to the review group suggests at least three categories of resident requiring support through the Community Hub and other local offers:

- Residents already known to agencies or services – including those on government shielded lists, existing social care and housing support lists, those already in contact with VCS organisations, and residents *registered* as having no recourse to public funds.
- Residents with vulnerabilities that lie under the radar – those without recourse to public funds and not registered as such, undocumented migrants and those beneath thresholds or out of touch with formal support services.
- Residents on the cusp of coping – residents thrown into crisis through the early impacts of lockdown, through the loss of insecure employment, for example, or the struggles with health, debt or housing.

Through the activities of the community hub we have built a far more detailed picture of the challenges faced by residents across the borough than we have had previously. Brought about through sharing of information between agencies in order to ensure that those in urgent need of support receive it swiftly, and through the incoming requests for support via the Covid-19 helpline, this picture has informed the activity to date and gives shape to the recommendations set out in this report.

Now that a clear light has been shone on the challenges facing these residents, and support services have been mobilised to offer practical support during the pandemic, it is critical that attention does not simply shift away and these offers disappear as the immediate crisis recedes. Many of these residents will require longer-term support, including complex case management, while others in less critical situations may be prevented from getting into further difficulties if given the appropriate opportunities at this stage.

## Inequalities in Impact

In Southwark as elsewhere in the country the review group heard evidence of the significant disproportionate negative impacts of Covid-19. Analysis undertaken by Public Health England and the Office for National Statistics has shown the following:

Characteristic	Impact
<b>Age</b>	<ul style="list-style-type: none"> <li>Age is the largest driver of disparity, with the majority of those dying from COVID-19 being aged over 65 years, with almost half aged over 85. Mortality among working age men is more than twice that of their female counterparts.</li> </ul>
<b>Ethnicity</b>	<ul style="list-style-type: none"> <li>Significantly higher mortality rates have been found among certain ethnic groups. Those of black and Asian ethnic backgrounds have been shown to have mortality rates almost twice those of white backgrounds.</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>The majority of those dying from COVID-19 have had multiple underlying health conditions, including diabetes, hypertension, COPD and dementia. Several studies, also report an increased risk of adverse outcomes in obese or morbidly obese people.</li> </ul>
<b>Deprivation</b>	<ul style="list-style-type: none"> <li>People who live in deprived areas have higher diagnosis rates and death rates than those living in less deprived areas. The mortality rates from COVID -19 in the most deprived areas are more than double the least deprived areas.</li> </ul>
<b>Urban areas</b>	<ul style="list-style-type: none"> <li>Local authorities with the highest diagnoses and death rates are mostly urban. Death rates in London from COVID -19 are more than three times higher than in the South West of England.</li> </ul>
<b>Occupation</b>	<ul style="list-style-type: none"> <li>Those in public facing roles such as care workers, security guards, and transport workers have higher COVID -19 mortality. For many occupations, the number of deaths is too small to draw meaningful conclusions.</li> </ul>
<b>Care Homes</b>	<ul style="list-style-type: none"> <li>PHE analysis indicates there were 2.3 times the number of deaths in care homes than expected between 20 March and 7 May when compared to previous years.</li> </ul>
<b>Other factors</b>	<ul style="list-style-type: none"> <li>When compared to previous years, there has been a larger increase in deaths among people born outside the UK. Higher diagnosis and mortality rates are also expected among rough sleepers and those with no fixed abode.</li> </ul>

Research in 2020 from the Food Foundation shows that characteristics associated with higher risk of economic food insecurity in the UK normally are also associated with risk of any food insecurity at this time and economic food insecurity in particular, since the COVID-19 lockdown. These include:

- Adults with life-limiting health conditions and disabilities,
- Adults with children in their household.
- Adults who are unemployed.

- Adults from Black, Asian and Minority Ethnic groups.

The research demonstrates that these are all groups at higher risk of poverty in the UK. Importantly, these socio-economic groups are also at higher risk of food insecurity arising for other reasons.

People who are unemployed are also at higher risk of experiencing food insecurity arising from isolation. Adults with children and adults with disabilities are also at higher risk of food insecurity arising from both a lack of food in shops and isolation.

These findings suggest that COVID-19 conditions have exacerbated food insecurity for households already vulnerable to food insecurity and chime with news reports<sup>9</sup> of people with disabilities and with children being unable to secure grocery deliveries and also being unable to access lower-cost brands, which are essential for people on limited incomes.

In Southwark a survey of residents revealed the following regarding people's own view on negative impacts:

Characteristic	Impact
<b>Age</b>	<ul style="list-style-type: none"> <li>• 65+ years have lower proportion reporting negative impact on mental health (than &lt;=54 years), physical health (than 35-54 yr olds), finances and employment (than all ages). Caution should be used in interpreting the data as older people can be less likely to access online data.</li> <li>• The severity of this negative impact was also lower, with fewer 65+ year olds reporting a large negative impact on physical health (than 35-44 yr olds), mental health, finances, employment (than all ages)</li> <li>• There was no overall difference in the proportion reporting a negative impact on workload and social activities by age, but a lower proportion of 65+ year olds reported a large negative impact (than all ages).</li> </ul>
<b>Sex</b>	<ul style="list-style-type: none"> <li>• A higher proportion of women reported a negative impact on their mental health.</li> </ul>
<b>Ethnicity</b>	<ul style="list-style-type: none"> <li>• A higher proportion of ethnic minority respondent reported a negative impact on their physical health, finances, employment and workload than white respondents.</li> <li>• For finances and workload, the severity was also worse, with a higher proportion reporting a large negative impact on these factors.</li> <li>• A similar proportion reported an overall negative impact on their mental health and family life but a higher proportion of respondents from an ethnic minority reported a large negative impact on these factors.</li> <li>• A lower proportion of ethnic minority respondents reported</li> </ul>

	a negative impact on their social activities.
<b>Disability</b>	<ul style="list-style-type: none"> <li>• A higher proportion of disabled respondents reported a negative impact on their mental health, physical health, physical fitness than non-disabled respondents.</li> <li>• A similar proportion reported an overall negative impact on their family life but a higher proportion of disabled respondents reported a large negative impact on this factor.</li> <li>• A lower proportion reported a negative impact on their social activities.</li> </ul>
<b>Sexuality</b>	<ul style="list-style-type: none"> <li>• A lower proportion reported a positive impact on their family life than heterosexual respondents</li> </ul>

Parents and Carers also reported greater negative impacts than those without children or caring responsibilities and greater negative impacts were reported by respondents who have had changes to their salary.

## Food as an entry-point, not an endpoint

In many ways, food insecurity was the face of the first phase of the crisis, as early panic buying and new shielding arrangements made access to food and essential goods a predominant concern for many residents. In the initial phase this was provided to all who requested it rather than means tested.

A wide range of food offers sprung up quickly in response, including among Community Hub partners, local businesses, tenants and residents' associations, faith organisations and mutual aid groups. These offers have often focussed on the provision of emergency food parcels, with various doorstep delivery models supplementing what is otherwise a stripped-back food bank model with fewer opportunities to access wider support services and less choice.

However, evidence presented to the review group has made it clear that the pandemic has revealed, rather than caused a food insecurity crisis. According to the Southwark Food Alliance Action Plan London's first ever measure of food insecurity, which took place between 2018 and 2019, found that almost 1 in 4 Southwark residents over age 16 are likely to be food insecure. This was updated after the Survey of Londoners to estimate 75,000 local residents who may be skipping meals due to lack of funds or facing real hunger.

COVID-19 has revealed the issues of Britain's national social security system. Unfortunately, we have limited access to local data on people with No Recourse to Public Funds (NRPF in Southwark as this is held centrally by the Home Office). However, a number of local community food providers reported that a large number of the people they have been supporting do not have recourse to public funds. This includes a significant number of people who are long term residents in the UK who despite the fact they have been legally working and paying taxes here, in some cases for many years, are not eligible to claim benefits so have had no social security net to fall back on during this national crisis.

The majority of families supported by the council's NRPF Service are single-parent households headed by women.

Presentations to the group, including from the established local food banks, have advocated strongly for a move beyond the simple provision of food parcels in order to tackle the root causes of the food insecurity. In Southwark, before Covid-19, 23.5% of residents were food insecure, translating to 75,000 individuals. The message has been clear: the issue at stake is not simply food poverty, but poverty itself and its drivers.

In order to tackle the reasons why residents have been struck by food insecurity – either over long-term or as a short-term impact of lockdown – a more holistic offer is required, where food can be the entry point to wider support with issues including debt, employment and housing.

## Impact on Foodbanks and Local Hubs

There has been a four-fold increase in the number of referrals to food banks since lockdown due to financial insecurity.

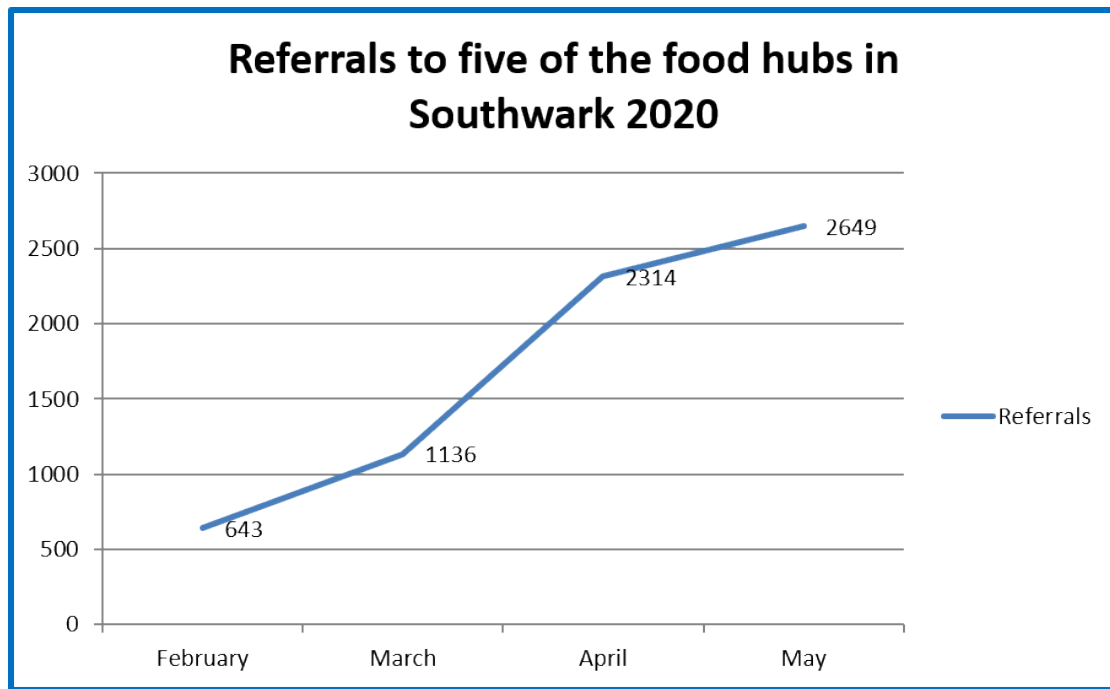
As noted above there are eight food distribution hubs in the borough that are receiving referrals directly from the Community Hub to support the non-shielding vulnerable residents. In addition to the eight hubs, there are a large number of VCS, faith groups and TRAs and Mutual-Aid groups that are supporting residents with access to food, some of which are starting to coordinate some of their food sourcing/sharing.

Food hubs are reporting an increase in referrals for families with children and larger households, further increasing the pressure for the hubs.

Most hubs were supporting food access prior to Covid-19. Three were established foodbanks able to demonstrate increase in demand:

- Pecan, Southwark food bank, had a 394% year on year increase from 23rd March to 9th April.
- St George the Martyr's food bank said 78% of clients are food insecure due to economic factors, and 22% because of shielding /isolating.
- Central Southwark Community hub have had an additional 142 families referred since the start of the pandemic lockdown.

The data in the graph below was for five of the larger food hubs in the borough, the Albrighton Community Fridge, Pembroke House, Central Southwark Community Hubs, St George the Martyrs, Pecan. At this time over 6,700 new referrals had been supported by the five hubs since lockdown.



Over the first three months of lockdown the Community Hub and VCS had distributed over 144,000kg of surplus food from Fare Share. FareShare London redistribute surplus food to a number of charities and organisations in Southwark and across the capital. FareShare, the Felix Project and City Harvest have formed the London Food Alliance to ensure a more coordinated response to COVID-19.

This 144,000kg of food equates to:

- 343,864 meals.
- A retail value of £432,000.
- A saving of 547.2 tonnes of carbon dioxide being produced if this food had become waste.

In the first three months of lockdown Pembroke House had carried out the following:

- 170 hours of online community activities.
- 9,252 deliveries of food bags to households in need.
- Volunteers had cycled 27,607 kilometres to respond to the need.

## A national system that does not provide the social security many need

Prior to the pandemic foodbanks were already experiencing hugely increased demand and families being pushed into poverty and falling through the safety net of the social security system. The pandemic has shone a light on the scale of the numbers of people on the cusp

of debt, poverty and not being able to eat. The evidence is overwhelming and stark revealing the precarious nature of the welfare system.

Workers whose income has been hit by the Covid-19 crisis have sought to rely on the system, and in many cases found it has not provided the support they desperately needed.

This has included:

- From mid-March to mid-April 9,000 Universal Credit claims were made in Southwark, compared to Pre-Covid-19.
- The monthly average was 1,500 claims a month.
- The Department of Work & Pensions said that the number of people on universal credit had increased by 40% as a result of the coronavirus pandemic.

Universal credit is paid in arrears so four weeks of earnings are assessed, plus a further week to process the payment.

Claimants seeking financial support since the start of the pandemic are finding the basic rate of universal credit inadequate to meet their needs and cover their bills. New universal credit claimants must wait five weeks for their first payment. Therefore, the system fails to support people when they are at their most vulnerable, and adds to the fragility of their finances. Advance loans are available, but these must be paid back out of future meagre benefit payments. People who have been reluctant to claim cite the fear of falling into debt.

The Council's NRPF Service receives approximately 50 referrals per month. Within the NRPF system, 75% of cases are unable to lawfully work. The remainder are lawfully able to work, but have been deemed unable to meet their needs or those of their families. Most commonly they are not working or working a few hours in low paid roles.

In addition to this we know that 40-50 asylum seekers are living in the borough and that around 1,600 people in Southwark are awaiting the outcome of an asylum application. From the evidence presented to the group it is clear that there are many more residents who are facing hardship but are not documented or fall under the radar of the official statistics.

## A wealth of local support services, but fragmented

The review group has heard evidence from a wide range of groups and organisations that have offered support through the crisis, from core council services, population-specific support hubs (including the new older people's service in partnership with the voluntary sector), neighbourhood food hubs, new social prescribing link worker teams, established VCS groups, tenants and residents associations, mutual aid and faith groups.

Through this evidence it is clear that there is a wide range of support available to local residents within Southwark, at the borough-level, within local neighbourhoods and for those with population-specific needs. After a decade of national austerity levels of support are certainly not what they once were and many services are stretched, but collectively partners in Southwark have continued to find ways to provide a wide range for support.

However, it is also clear that this remains a fragmented landscape such that it is often not easy for residents to find their way to the support that is best for them.

Healthwatch Southwark's recent survey report on experiences of health and social care during COVID-19<sup>1</sup> found that it was rated hardest to find clear information about changes to health services that people might access or need to access during the pandemic, followed by information on looking after their mental or physical health.

Through the work of the community hub significant steps have been taken to coordinate activity that is relevant to the emergency response. The borough wide front door of the Covid-19 line has offered clarity for residents and partners in terms of entry point, while taking the burden of triage and assessment off the immediate front line of VCS and other support services. Similarly, the new referral arrangements between the Council and VCS and with the health providers have provided new routes to share information quickly and effectively.

This clearly has not solved all challenges with the wider service landscape. It is clear, for example, that the terminology of 'hub' is overused: currently employed to designate the activity under review in this report, *as well as* physical neighbourhood 'community hubs' and population specific hubs including the recently commissioned older people's hub (soon to change name to Ageing Well in Southwark) and the ongoing mental health and wellbeing hub. This overlapping terminology is unhelpful for service providers and users alike.

Evidence presented to the review has also made it clear that while there are good links between the formal VCS, council and health partners – links that have been further strengthened through working together on the community hub – more could be done to build incorporate and support grassroots activities and groups (see below).

As the economic pressures on the horizon begin to bite it will be critical that as partners we are able to leverage and coordinate *existing* activities effectively in the manner that we have seen at a small scale through the Community Hub process. Perfect service integration is perhaps an unrealistic aspiration but a clear framework to be used to assess the contribution of new initiatives to agreed outcomes is more easily achieved. Such a framework for the borough could help hold service providers and commissioners clearly to common goals. This needs to take on board that it may put off people who don't want to come to the attention of the authorities or don't want to share their needs despite desperately needing help but are very happy to approach the VCS or mutual aid groups.

## Both/and: the centre and the neighbourhood

While the focus of the borough wide-front-door and data-sharing arrangements have been at borough-level, the practical support to residents has often been channelled through the neighbourhoods in which people live. Eight neighbourhood food hubs were established quickly through the connections of the Southwark Food Action Alliance, local mutual aid groups swiftly filtered down to the neighbourhood- (and often street- level), and social prescribing link workers work through existing primary care networks and neighbourhood arrangements. A key principle has been 'no wrong door' but it is important to ensure that this does not lead to 'pinball signposting' and that one organisation 'holds people' that make an enquiry until they get to the right place for advice or support.

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<sup>1</sup> <https://www.healthwatchsouthwark.org/report/2020-07-13/experiences-health-and-social-care-southwark-during-covid-19-pandemic>

This provides an opportunity for a longer-term legacy that sees Southwark's neighbourhoods as the effective unit of delivery. Through the Community Hub the traditional either/or of public service design, between centralising and devolving activity, has been turned into a both/and: effective neighbourhood support has been enabled by clear coordination at the centre and the centre has relied on the neighbourhood for local delivery. This has been a mutually beneficial relationship because the centre has listened to the neighbourhoods and changed its approach too

The neighbourhood food hubs, for example, have been aided by central procurement and logistics support, and the burden of triage and assessment of individual VCS organisations has been eased by the single central Covid emergency line. At the same time, the central response has relied on the adaptability of neighbourhood organisations to respond to differing, or changing, local needs and to provide real-time intelligence on emerging trends.

Rather than the either/or of centralising and devolving activity, therefore, the challenge is to identify the correct tiers for different activities and to strengthen the relationships between them. As above, this will require a clear framework for future service design that includes the views of those on the ground.

## Supporting the upsurge in community spirit

A clear feature of the past 5 months has been the groundswell of residents stepping forward to offer time and resources to help in their local communities and the wider borough. The review group has heard evidence from local mutual aid groups that grew in the case of Nunhead Knocks to 1,800 members from a standing start. It heard from church groups that have provided a large number of meals to local residents, organisations like Flashy Wings Ministry that provide support to 1,500 women. It also took evidence from VCS organisations that have been inundated with volunteers. In the case of Pembroke House this was over 200 new volunteers in 24hrs to support food deliveries.

It is also important to note that the activity reviewed here does not paint a full picture of support that has been offered within the borough during lockdown but instead only that which has been filtered through the Covid-19 helpline, NHS bodies, VCS partners, the funders including the council who supported a wide range of community activity and those mutual aid and faith group organisations who have offered evidence to the group. A great many other residents have been helped, or offered help, through informal networks and local groups.

While much of this has proceeded without the need for any further external support a number of themes have emerged in evidence given to the group, including the request for clear communication lines into decision makers within the council, stronger interfaces with local neighbourhood organisations and support with funding, premises and policy support.

It is critical to the longer-term health of the borough that the community spirit that has emerged through Covid-19 is supported to flourish most effectively over the longer-term.

## Engagement with VCS organisations

Between 22nd June 2020 and 8th July 2020 Community Southwark organised an extensive series of engagement meetings and surveys with VCS organisations in Southwark this included the following:

- 2 BAME Network meetings

- Children, Young People and Families Network meeting
- Creative Network meeting
- Learning Disabilities Network meeting
- Mental Health Network meeting
- Older People Network meeting
- Physical and Sensory Disability Network meeting
- Small Groups Network meeting
- Southwark Community Action Network meeting (for MAGs and TRAs)
- Sport and Physical Activity Network meeting
- Southwark Food Action Alliance meeting
- Universal Credit Network meeting
- Volunteer Managers' Network meeting

Community Southwark organised a meeting with the local neighbourhood hub representatives on 1st July 2020 and a Southwark Voice meeting with their network chairs on 7th July 2020.

Community Southwark also started a monthly State of the Sector survey from July 2020 to understand better how the local VCS has been affected and any impact on the Community Hub.<sup>2</sup>

Community Southwark also ran a survey with their members relating specifically to the Community Hub asking if any of them want to submit evidence in person at the Review Group<sup>3</sup>. By 17th July 2020 there were just under 50 responses.<sup>4</sup>

Community Southwark had a dedicated space within their website where any documents on the future of the Community Hub were shared.<sup>5</sup>

The feedback from VCS organisations was that:

- Some VCS groups are concerned that it may be left to them to provide the response with limited resources if the Council was no longer taking part/providing adequate support.

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<sup>2</sup> <https://communitysouthwark.org/news-jobs-and-events/news/monthly-state-sector-survey-our-members>

<sup>3</sup> <sup>3</sup> <https://www.surveymonkey.co.uk/r/DMN7KMR>

<sup>4</sup> <http://communitysouthwark.org/get-involved/covid-19-supporting-vcs-local-communities/southwark-community-hub-%E2%80%93-one-stop-support>

<sup>5</sup> <https://communitysouthwark.org/get-involved/covid-19-supporting-vcs-local-communities/southwark-community-hub-%E2%80%93-one-stop-support>

- Some are not sure if they will be taking part in e.g. food distribution beyond September 2020 as they may decide to resume their regular pre-covid 19 activities with social distancing measures in place. In any case, it is hard to plan long-term sustainability of the current model for those not involved in food distribution before March 2020.
- Some have observed a reduction in demand and think this will be an ongoing trend.
- There is a clear desire for a robust and flexible so that when future outbreaks occur response can be put rapidly back in place.
- It was noted that any future models should focus on clear outcomes and use existing structures/systems in place.
- Members would want to have a clear understanding of who is using the Community Hub, not just in terms of location and age but also other protected characteristics, so that any future help can be better targeted.
- There was a desire not to duplicate existing services and use structures already available e.g. community anchors/settlements, Older People's Hub, existing food banks, Southwark Food Action Alliance, Southwark Emergency Support Scheme, social prescribing, Food2You, Shop&Drop, Mutual Aid Groups.
- A need for clear communication with all Southwark residents about the purpose, target group and offer of the Community Hub was expressed. Resilience of local population could be increased further by providing clear information on what services are available and how to access them.
- The importance of continuing to have a single point of contact was repeatedly raised.
- There is a concern that the final proposal from the Review may end up being an 'all things to all people' proposal that has no tangible endpoint or proper resourcing. Whatever will be agreed will need to be backed up by adequate resources and be achievable.

## Engagement with Volunteers and Mutual Aid Groups

During May and June 2020 Community Southwark undertook three research initiatives:

- A qualitative survey of Mutual Aid groups and volunteers in May 2020.
- A series of quantitative polls held during the Southwark Cross-Sector Conference on 29th May 2020, and
- Qualitative feedback from six virtual 'roundtable' discussions held during the Southwark Community Action Network Meeting on 29th June 2020.

Based on the information that was obtained from these initiatives, the report of this research<sup>6</sup> aims to draw attention to the issues faced by Southwark's communities during the Covid-19 pandemic and identify some possible solutions to the issues raised in the research.

During the social action section at the Southwark Cross-Sector and Community Conference there were a number of polls. In total, Community Southwark hosted 118 attendees, and of this number 69 participated in the polls with the following results:

- 91.3% of respondents thought they would benefit from events on social action.
- 78% of respondents found WhatsApp groups/ broadcasting useful for receiving information.
- 56.8% of respondents didn't know how to get involved in their community.
- 76% would like more information on becoming a charity/ TRA, and 20% weren't sure.
- The most popular initiatives were signposting initiatives, such as our Community Maps which had been used by 61% of our audience to receive help, and our volunteer listings which were used by 50% of attendees.

The main points on experience of lockdown, volunteering and community were:

- Digital inclusion and online support: Respondents felt that most people would be unable to access support if they didn't have internet access or were not digitally savvy. Despite efforts, there are still people not being reached.
- People falling through the net: Because of the aforementioned point. Support was also largely written in English which would disproportionately affect migrant and refugee communities.
- Information Sharing and Communications: Lots of information conflicting information being shared from and between mutual aid groups and volunteers which could largely be seen as a reflection of the fear and uncertainty.
- Food Security: Fear of being unable to access food or falling foul of a scam artist pretending to be a member of a mutual aid group.
- Managing Volunteering: Many MA groups felt that there wasn't sufficient leadership from the local VCS, leaving many people to manage large numbers of volunteers.
- Managing expectations and mutual aid enthusiasm.

Respondents believed the most pressing issues in and around Southwark were:

- Digital Inclusion for old and young.
- Language inclusion: Much the same as the earlier point, there was a lot of difficulty provide help and getting access to people for who English isn't their first language.
- Emerging stronger and greener.

<sup>6</sup> <https://communitysouthwark.org/sites/default/files/images/VCS%20Survey%20Results.pdf>

- Losing volunteers/ grassroots involvement: People are concerned that members of their communities will lose reasons to interact with one another once the common issue of Covid-19 is resolved.
- Social distancing.
- Food security.
- Black Lives Matter and the effects of Covid-19.
- Keeping people connected after Covid-19.

In terms of next steps, the following were identified:

- Find New Ways to Support Digital inclusion and Online Access. This could include setting up local hardware donation schemes.
- Pairing people with organisations & buddying up with people.
- Ensuring that plans are incorporated within a wider framework a borough-wide plans, and not isolated. The VCS and local government must develop and collaborate on projects to deliver services that keep people safe and healthy.
- Upskill and train TRAs, MA groups, and volunteers with training and resources.
- Increase volunteer capacity, training and DBS checks to support volunteers manually checking on people who may be falling through the net.
- Ensure that migrants who are cautious of authorities are able to access support in safety from local government, police, et al since they may view these as deterrents.
- More proactive advocacy on behalf of communities, such as starting petitions and growing participation in Southwark Voice.
- Develop more.
- Continue to bring people together and share ideas and meet like-minded people- give people a reason to interact!
- Communications.

## The views of those the hub supported

In August 2020 a telephone survey was conducted of a representative sample of those who had received support from the community hub. This revealed the following:



<b>Reason for seeking support</b>	<ul style="list-style-type: none"> <li>95% of those who responded were either shielding or self-isolating as they were in a vulnerable group.</li> </ul>
<b>Future support needs</b>	<ul style="list-style-type: none"> <li>40% responded they were likely to need food support in future – of these 53% were from BAME backgrounds.</li> <li>19% thought they would need financial support – of which 17% were from BAME backgrounds.</li> <li>9% needed debt advice – of which 76% were from BAME backgrounds.</li> <li>16% needed mental wellbeing support – of which 55% were from BAME backgrounds.</li> <li>12% needed physical wellbeing support - .of which 58% were from BAME backgrounds.</li> </ul>
<b>Quality of support received</b>	<ul style="list-style-type: none"> <li>74% rated the service they received as good or excellent.</li> </ul>
<b>Ethnicity</b>	<ul style="list-style-type: none"> <li>50% of those responding were from BAME backgrounds.</li> </ul>
<b>Age</b>	<ul style="list-style-type: none"> <li>59% were aged over 55.</li> </ul>
<b>Disability</b>	<ul style="list-style-type: none"> <li>63% regarded themselves as having a disability.</li> </ul>
<b>Gender</b>	<ul style="list-style-type: none"> <li>65% of those responding were female.</li> </ul>

The Council received many positive comments on the work on the Community Hub including:

*“I would also like to thank Southwark Council for my food package...In such a hard time it is amazing how Southwark Council has pulled together for their residents. It was a very emotional moment when the worker knocked my door and handed me the package.”*

*“Good morning to all involved I just wanted to write my huge thank you for the food parcel support since I received my NHS letter listing me as identified risk due to my underlying condition and meds I am on.”*

*“Thank you so much for contacting me on Thursday. It really made me feel that I was being looked after.”*

*“My family and I are so grateful for this because we have 2 vulnerable people living in my house and so we've all been at home for the last couple of weeks living on food bought before all this started. The food means a lot for us”*

## The Southwark Food Action Alliance (SFAA)

The SFAA officially formed in September 2017 from Garden Organic's Southwark Food Poverty Project, funded by The Hirschmann Foundation. The SFAA's formation came about in response to nearly a decade of austerity, rising living costs, changes to benefits and funding cuts to local services that have resulted in a significant increase in foodbank use and overall food insecurity in Southwark.

In November 2017, the SFAA became a member of Food Power, which is a national network connecting food alliances which are working to tackle food insecurity. Currently membership stands at 60 statutory, voluntary and community organisations meeting bimonthly to explore cross-sector initiatives and new ways to work together. Community Southwark is now leading the coordination of the Alliance.

During the Covid-19 outbreak, SFAA supported the Southwark food banks, and the rest of the food community, to get much needed food to the vulnerable in the borough and those self-isolating.

Southwark Food Action Alliance collaborated with Community Mapping to map<sup>7</sup> all the food related activities within Southwark. They mapped essential services such as foodbanks, community fridges, community meals and local delivery services during COVID-19. The map displays where people facing food insecurity and key organisations can signpost beneficiaries to help people in need.

The SFAA developed the Fairer Southwark Food Security Action Plan<sup>8</sup> in July 2019 to address food insecurity in the borough. The plan is based on a detailed strategic needs assessment on household food insecurity conducted by the Public Health team at Southwark Council<sup>9</sup>. It involved consultation with over 50 stakeholders and was funded by the Mayor of London and Southwark Council Public Health. The ongoing work is being co-ordinated through the Southwark Food Action Alliance and overseen by the Public Health division of Southwark Council.

The intention was always to review that plan after a year and is now being reviewed in the light of Covid-19 and the learning from the community hub.

## Views of the neighbourhood food hubs

As outlined above food deliveries also worked through a network of 8 neighbourhood food hubs, located across the borough: Pecan, Pembroke House, Albrighton Community Centre, Central Southwark Community Hub, St George the Martyr, Time and Talents, Paxton Green and Lewington.

The neighbourhood hubs met together on a regular basis to co-ordinate their activity. On 6<sup>th</sup> August 2020 they came together to discuss their views and plans going forward. Feedback from that session was as follows:

<sup>7</sup> <https://sfaa.communitymaps.org.uk/project/sfaa-food-map?layer=1&center=51.4788:-0.0678:13>

<sup>8</sup> <https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna/wider-determinants-of-health?chapter=4>

<sup>9</sup> <https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna>

#### General comments:

- Positive and heartened to see the voice of the hubs and wider sector reflected.
- Recognition that remains at a high-level due to the short time frame.
- Request that review groups becomes working group to focus on detail post-September.

#### Leadership and resourcing:

- To make this work will require real leadership and resources.
- Not necessarily about one person but a clear operational vehicle and a system for quick contact between the council and other agencies.
- Requires access to decision-making and/or allowing decisions to be taken on the ground.

#### Outcomes:

- Still need defining and the challenge is to be specific and measurable on the broader aspirations of “reducing inequality and poverty”.
- Reducing food insecurity needs to be included as an outcome, as we have a clear baseline for this.

#### Variety of offers:

- Needs a spectrum of offers, as there are different reasons as to why someone is food insecure – no silver bullet

#### Pilot opportunities:

- Pecan /Trussell Trust pathfinders programme.
- Walworth Living Room.
- Rotherhithe community pantry/kitchen.

#### Inclusivity & mutuality:

- Need to ensure service users are involved when developing new models.
- How do we support people to access community and not just a service?

#### Communication:

- Clarity of communication is essential – including access to information and evolution of the current ‘single-front door’.

#### Policy/Funding:

- Link to wider policy beyond the council, including GLA work on social infrastructure, and the emerging findings of the Kruger review.

With regard to their own views of future plans, barriers and challenges these were summarised as follows:

#### Future Plans:

Organisaton	July to September	September Onwards
<b>Pecan</b>	<ul style="list-style-type: none"> <li>• Carrying on as normal – deliveries from the warehouse and Mount View. Moving out of Mount View by 10th September.</li> <li>• Pantry is now open again from St Luke's Church.</li> </ul>	<ul style="list-style-type: none"> <li>• In addition to the shielded list of just under 11,000 residents, the community hub has dealt with 10,021 vulnerable residents in council housing, 5,312 people with social care packages, 70 people via the No Recourse to Public Funds Service and 2,017 referrals/self-referrals from residents living in non-council temporary accommodation.</li> <li>• In April, there were almost 3,000 calls received relating to the COVID-19 outbreak via the centralised COVID support line. Most calls relate to food requests (26%), shopping needs (20%) or medical or isolation advice (17%).</li> <li>• Want to be back in normal food bank sessions. Will be five food bank sites in total, new one in the St George's Centre. Open for collections, with signposting information. Working out if can spend time with those collecting food to provide support.</li> <li>• Anticipating that there will still be a need for some deliveries, but on a smaller scale.</li> <li>• New pantry to open on Peckham Park Road, TBC early September. This will have a 'meeting point/café'.</li> <li>• Trussell Trust launch a pathfinders programme, will be on the first 15 in the country to be part of this, can share learnings from across the country.</li> </ul>
<b>Pembroke House</b>	<ul style="list-style-type: none"> <li>• Continue with deliveries and moving to the current distribution hub over to the Walworth Living Room.</li> <li>• Will hold an online public</li> </ul>	<ul style="list-style-type: none"> <li>• Decision to be made in the next month depending on resources, but aiming to continue with step changes over the next six months.</li> <li>• Building towards a mixed model of</li> </ul>

discussion for Walworth residents, partners and local groups (25th August) to discuss role Pembroke House's role around food insecurity over the longer-term.

collection and deliveries, bringing in other services in line with the original plans for the Walworth Living Room.

- Longer-term, the Walworth Living Room will reopen as a community kitchen and café and Pembroke House will work with partners, Public Health and SFAA to develop the Walworth Community Food Hub, incorporating a range of local projects from food growing, cafes, food distribution etc.

<p><b>Central Southwark Community Hub</b></p>	<ul style="list-style-type: none"> <li>• Starting collections again, so can have face to face conversations. Been able to have some discussions with residents online.</li> <li>• Working with Southwark Pensioners, how can continue to support some of their residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Hoping to move as the church need the hall back and more space would allow for support services to be delivered alongside the food.</li> <li>• Increase collections and reduce deliveries. Will continue to provide cooked food as part of this.</li> <li>• Will not be going back to 'normal' due to the larger numbers being supported.</li> </ul>
<p><b>Lewington Centre</b></p>	<ul style="list-style-type: none"> <li>• Exploring if can run on one day rather than across two days.</li> </ul>	<ul style="list-style-type: none"> <li>• Would like to continue, but will need to ongoing Council support particularly with food supplies.</li> <li>• More collection rather than deliveries.</li> </ul>
<p><b>Albrighton</b></p>	<ul style="list-style-type: none"> <li>• Will continue as is until September. Likely to have to reduce the number of deliveries, as not enough funding for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Will have some capacity to carry on and waiting to see what is needed locally and how the offer in Albrighton will link into the wider offer.</li> </ul>
<p><b>Paxton Green Time Bank</b></p>	<ul style="list-style-type: none"> <li>• Carrying on as usual. SE21, 24 &amp; 26 for the majority of deliveries.</li> <li>• Working with SAR as a new partner.</li> </ul>	<ul style="list-style-type: none"> <li>• Unsure, could be relocating.</li> <li>• Happy to continue to provide some form of food support but the model will depend on the new site and will likely to need to be in a reduced capacity, with a more targeted approach and collections.</li> </ul>
<p><b>St George the Martyr</b></p>	<ul style="list-style-type: none"> <li>• Re-introducing collections, with two deliveries a week still.</li> <li>• By the end of August hoping more will be collecting. Using pedal-me to help with deliveries, but this has cost implications.</li> <li>• Funding to operate until the end of August.</li> <li>• Continuing to provide</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring a pantry model at the crypt, with a socially distanced café to provide support alongside it.</li> <li>• Continuing to provide cooked meals with recipe cards in the bags.</li> </ul>

	cooked meals.	
<b>Time &amp; Talents</b>	<ul style="list-style-type: none"> <li>Talking to residents and removing those from the list who no longer need support, but still accepting new referrals.</li> </ul>	<ul style="list-style-type: none"> <li>Keen to return to some of the other services that were running prior to covid-19.</li> <li>Would like an agreement with other hubs to pass on referrals where appropriate. Not planning to stop, but this would reduce the numbers being supported and also any duplication.</li> <li>Exploring a pantry model or community fridge. Could this be run in an outdoor space.</li> </ul>

### Views on barriers and challenges:

Organisaton	Views on the three main barriers	Additional barrier
<b>Pecan</b>	<ul style="list-style-type: none"> <li>Availability of volunteers (difficulties in August due to holidays).</li> <li>Not been able to develop relationship with residents.</li> </ul>	<ul style="list-style-type: none"> <li>Mount View space is not available/limited from 10<sup>th</sup> September.</li> </ul>
<b>Pembroke House</b>	<ul style="list-style-type: none"> <li>Funding for food, loss of income from premises.</li> <li>Volunteer recruitment, loss of 15-20 volunteers a week (currently 190 on food bank operation).</li> <li>Finding a hook, way forward beyond September. How to take this forward into action.</li> </ul>	<ul style="list-style-type: none"> <li>September to December: challenges are more likely to become more acute.</li> <li>Additional programmes will need to restart at the Walworth Living Room and the space is currently used for the food distribution. Exploring different ways can use the space flexibly.</li> </ul>
<b>Central Southwark Community Hub</b>	<ul style="list-style-type: none"> <li>Venue (as the church and service users want to return). The new space needs to meet the growing need of clients.</li> <li>Volunteers are returning to work.</li> </ul>	<ul style="list-style-type: none"> <li>Venue needs to be appropriate for future plans. How to continue with higher numbers financially and venue wise?</li> </ul>
<b>Lewington Centre</b>	<ul style="list-style-type: none"> <li>Not many volunteer drivers making deliveries challenging.</li> <li>Household items (toiletries and cleaning products) are not always donated.</li> </ul>	<ul style="list-style-type: none"> <li>Would need the Council's ongoing support to carry this on and would like to look at different models.</li> </ul>
<b>Albrighton</b>	<ul style="list-style-type: none"> <li>Funding, grants are looking for</li> </ul>	<ul style="list-style-type: none"> <li>Have capacity to continue long</li> </ul>

	<p>future weeks but have arrears that need to be covered and not consistent.</p> <ul style="list-style-type: none"> <li>• Not enough funds for drivers, so may have to reduce the number of deliveries.</li> <li>• Unable to support everyone who visits the fridge, so unequal support for residents.</li> <li>• The Latin American community offer have little data/minutes and so calls to other services for support is very difficult – need wrap around support at the centre, particularly with Social Services.</li> </ul>	<p>term but need more funding to make it possible. Concerned that there are a growing number of residents who are struggling financially.</p>
<b>Paxton Green Time Bank</b>	<ul style="list-style-type: none"> <li>• Finding volunteer drivers, currently a lot of deliveries by walking volunteers.</li> <li>• Managing anxieties amongst volunteers and service users.</li> </ul>	<ul style="list-style-type: none"> <li>• Relocating could be challenging short-term but ultimately be positive.</li> </ul>
<b>St George the Martyr</b>	<ul style="list-style-type: none"> <li>• Lack funding for the current work beyond August.</li> <li>• Volunteer recruitment as volunteers return to work.</li> </ul>	<ul style="list-style-type: none"> <li>• Moving towards longer-term sustainability of a pantry/café model depends on being able to offer more face-to-face services again.</li> </ul>
<b>Time &amp; Talents</b>	<ul style="list-style-type: none"> <li>• Space.</li> <li>• Staff time and volunteers.</li> <li>• If people are coming for advice, what infrastructure is in place for these residents?</li> </ul>	<ul style="list-style-type: none"> <li>• Moving the food distribution to another venue could feel disjointed to the main site and staffing levels will be impacted, as cannot multi task between projects when in different venues.</li> </ul>

#### Ideas for the Council's longer-term role in food security:

- Southwark's approach needs to support a journey of moving residents out of food insecurity, not just about providing emergency food but for example providing access to services, support, skills etc. and ending reliance on food banks
  - Hubs were keen to be able to start meeting with residents, rather than just supplying food, so that this support can be provided
  - Need to identify what support services, within the Council and from external partners, could be based within food hubs
  - Need reassess who is around the table if we are going to tackle the root causes of food-insecurity (e.g. not necessarily just those who have stepped forward to support food distribution in the current crisis)
- Need to produce a framework or plan for how the different approaches can work together
  - Removes duplication and can identify gaps for other partners to be involved

- Identify areas where there are food deserts and where there are no food hubs and explore what could be put in place in these areas
- Sets out clearly how community food hubs can integrate other services to support residents beyond providing emergency food parcels
- Ensure greater coordination between hubs
  - Establish greater coordination with referrals being passed between hubs
  - Centrally procurement of healthy, fresh food to then be distributed – if procured centrally could reduce the price and reduce food wastage
- Funding is an issue for a number of the hubs
  - Similar to venues, could new venues be used to generate income streams
  - How can support services being integrated with existing funding, so it is aligned rather than seeking new funding
- Engage with businesses and different partners
  - Extend the Good Food Retail Pilot, encouraging convenience stores to have a healthy and affordable offer, particularly in food deserts
  - Contact local business forums to see if resources and expertise can be utilised
- Need more robust data to be collated
  - Identify very local trends as they change, for example where and which groups are experiencing food insecurity, so that support can be tailored
  - Making sure the lived experienced voice of residents who are food insecure is part of this, to understand what they want and need
  - Share best practice from other boroughs

# Central principles of the response

As well as the key findings above there have been a number of principles that have emerged in evidence provided to the review group and have underpinned the way that partners have worked together in the Community Hub. These principles have been a strong feature of the discussions at the review group and can provide a framework for *how* we work together in the next phase.

## Clarity of purpose

The Covid-19 crisis has provided a clear common challenge to partners across the borough. Meeting the unprecedented demands of the pandemic has not simply brought partners from across sectors, but it has brought us together as *equals* working towards a common goal to support those most affected through the crisis. The challenge will be to maintain this clarity of purpose and vision as the emergency situation recedes.

We need a clear vision for the borough that can hold us together and maintain the urgency and equanimity glimpsed through the Community Hub response. There may be lessons from elsewhere e.g. Wigan, Deal and Frome<sup>10</sup>. But as a borough we need a tangible vision for the borough that can mobilise and motivate all partners to meet the challenges to come.

## Collective resources

Through the community hub response there has been evidence of a shift away from traditional requests for financial support towards new offers of resources. Flowing from the clear common purpose above, resources have been pooled and thought given to how they can be used more effectively by coordinating and aligning efforts.

Although the council has stepped forward with critical emergency funding, the council or local commissioners have not simply been in the position as ‘payers’ while other organisations pitch for funding to deliver activity. Instead, the wider community hub response has been a cooperative effort: VCS organisations have brought mothballed buildings into use for food distribution, church and informal groups have stepped forward with self-generated funds, local funders have combined funding pots to offer larger strategic grants to established organisations and smaller grants to grassroots outfits, social prescribers have joined the borough through new 5-year central funding streams, and local businesses and social enterprises have cooked meals and taken on the burden of deliveries.

With the challenges that are to come it will be more important than ever to retain this collective perspective on resourcing, building a more rounded view of the assets and resources available to the borough that can be leveraged and coordinated more effectively.

## Operations not just strategy

The Community Hub response has been focused on *practical* work together. Over the past 5 months we have moved quickly to develop new initiatives and tested them rapidly: from

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<sup>10</sup> Wigan: <https://www.wigan.gov.uk/Council/The-Deal/Deal-Communities/index.aspx>  
Frome: <https://www.compassionate-communitiesuk.co.uk/projects>

referral systems and shared well-being calls, to food distribution models. These projects have been designed, trialled and improved in real-time. Rather than setting out plans for partnership working we have worked together on practical projects, forming new partnerships along the way.

It is this proactive approach that means we have achieved so much in a short period of time. The challenge will be to retain this focus on operations as we develop the longer-term strategy and vision for the borough and how this can influence national or regional policy.

It will be important to continue to trial and pilot activities quickly to inform and improve the recommendations set out in this report, maintaining the momentum and working relationships established through the Community Hub.

## Relationships and communication

This way of working has relied on a different type of communication. We have moved beyond consultation or liaison groups and into working groups. Membership of these groups has been drawn from across sectors but also, importantly, from across traditional teams within the council. These groups have had quick access to relevant decision-makers, allowing the response to develop swiftly as the situation evolved.

If maintained, the relationships that have formed through these working groups, both within and beyond the council, have the potential for a long-lasting impact and these working groups provide a possible model for how we can retain the practical focus highlighted above.

The challenge will be to retain and invest in these cross-sector relationships as business returns to normal, and to evolve the membership and purpose of working groups according to the priority areas of work that emerge from the recommendations below. These working groups have also been small through the early phases of the crisis and included those with the immediate capacity to step forward and offer support and are different to other similar groups because they focus on alleviating poverty. A further challenge will be to open out working groups and clear lines of communication to established networks and representative bodies, whilst keeping the focus on agile and swift working.

## Airtable and the Customer Relationship Management System

During the pandemic Southwark Council worked with Pembroke House and Community Southwark to create a live directory of COVID-19 response services offered by organisations and groups across Southwark. This was done through information from Community Southwark's needs assessment survey and talking to groups and organisations.

The directory is held on 'Airtable' and is hosted by Community Southwark. Airtable is software that is a spreadsheet and database hybrid that currently hosts the most up-to-date information on VCS services and is a useful tool for the sector and the public. The Airtable is organised by the type of service. It shows the organisation, website and contact details, where the service operates (by ward), who the service is for and how frequent it is. Alongside the new Microsoft/Hitachi CRM application that was developed with the council to hold details of vulnerable people including those on the shielded list it is used to make referrals and manage cases.

There is considerable potential for developing these systems for managing and measuring how the needs of vulnerable people in Southwark are being met.

## Data and technology

Effective use of data and intelligence has been critical to the response throughout the crisis. The new CRM system adopted by the council to manage the shielding lists has offered the capability to merge existing internal databases and lists in new ways. On top of this, the new referral systems with the VCS and health partners have offered quick interfaces that have not otherwise been in place. Taken together, this has led to sharing of information in smarter, more effective ways and offers a more rounded and real-time picture of vulnerabilities and needs across the borough.

This work is clearly hugely promising, and provides a potential model for more wide-reaching sharing of intelligence and analytics – one that could be of critical importance as the immediate public health crisis begins to shift into longer-term economic challenges.

As has been the case with many digital projects through lockdown, progress has been significantly quicker than in normal times, but this work has also raised a range of important technical questions, from GDPR and data-protection protocols, to appropriate list management and shared unique reference numbers. The challenge will be to set clear parameters for the next phase of digital work, flowing from outcomes set out in the next phase of the community hub.

## Mutuality and reciprocity

As above, a marked feature of Covid-19 has been the groundswell of community spirit. Over the past 5 months is that residents and community have supported one another in novel and exciting ways, building new relationships based on reciprocity and neighbourliness. New entry-points to wider support have also emerged that work through existing trusting relationships residents hold within their community, whether through community centres, schools, TRAs or GP surgeries.

While a number of the recommendations of the review group centre on services, it is clear that the answers to the current and coming crisis won't *simply* be about creating new services, aligning existing ones more effectively or even creating new referral routes between them.

It is critical that we look for changes in the *way* that council, VCS and health services are delivered in order to increase opportunities for local residents and organisations to support one another. The longer-term legacy of the Community Hub should seek to work with and alongside this growing mutuality in local neighbourhoods, enhancing and facilitating it, but not looking to replace it.

# Recommendations

Building a longer-term legacy from the community hub means facing a number of challenges.

First, until there is an effective vaccine or treatment for Covid-19 we will need to manage the transition from the currently emergency phase of the crisis through the next phases of lockdown, as well as remain prepared to scale-up activity again based on any future spikes in the virus. The first two recommendations set out below cover this transition period.

Second, we need a clear framework to build on the lessons and promise of the community hub work over the longer-term. This requires clarity of vision, operating model and underlying principles. Taken together, this framework forms the governing recommendation of this report.

Third, as set out in the key findings above the review process has touched on a number of wide-ranging issues that will require concerted work by partners over the longer-term. Many of these issues touch on areas of work that are already being taken forward by existing networks or groups. We identify a number of these contingencies and make recommendations for how these areas of work could be aligned with the framework set out here for the borough.

## Transition Recommendations

**Recommendation 1 – A Managed Transition:** That all partners put in place a managed transition for people supported by the COVID19 Community Hub, stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with the appropriate support.

Southwark's COVID19 Community Hub has been a remarkable success. Over 10,000 people have received significant support. Whilst much of this has been to meet short-term needs resulting from lockdown, a significant number of people need ongoing support either to meet pre-existing needs or as a result of the recession the pandemic has triggered.

It is vital that as a partnership we ensure a managed transition for people supported by the COVID19 Community Hub as it steps down. This means stepping down support where it is no longer needed and ensuring people who need ongoing assistance are matched with appropriate support.

This means making proactive contact with all existing recipients of services to understand the underlying causes of the issues they have faced and ensure that they get the appropriate support whether this is advice on income maximisation, access to benefits, mental health support, employment advice and support or other forms of welfare support.

**Recommendation 2 – The Emergency Operating Model:** The council and partners should agree a Covid19 community support plan that sets out the emergency operating model in the event of a further spike in Covid-19 or a further lockdown.

The risk of a second wave of COVID19 remains high. Whilst Southwark’s response to the first wave had many strengths there are lessons that can be learnt and improvements that can be made. A clear plan needs to be agreed by all partners to ensure the best possible response to any future increases in the local infection rate.

## Legacy Recommendations

### **(i) Governing Recommendation: *Building a Borough where everyone can contribute***

**Recommendation 3 –A new alliance:** The council, VCS and health partners should work together to strengthen and further develop a Southwark community support alliance. This should be focused on providing social support that delivers long-term reductions in inequality, combining resources, building on the successes of the Community Hub, and founded on the vision, outcomes, principles and framework set out below.

The success of our Community Hub has shown the potential for a stronger more integrated alliance of social support. A wealth of organisations are working to tackle poverty and inequality locally but support is fragmented. There is an opportunity to better integrate support in ways that build on the solidarity and reciprocity we have seen during this pandemic and on the pre-existing work on social regeneration charters that the council and partners have been carrying out.

Here we set out a suggested framework for this legacy work, including an outline vision, operating framework and working principles.

#### **Vision: *Building a borough where everyone can contribute***

Through the Community Hub we have seen that effective partnership requires clarity of purpose and a vision that all partners can not only sign-up to but also one that can bring people to the table as equals, focussed on what they can bring to the collective effort.

Through Covid we have also seen focus on fall on two cohorts in particular: firstly, those who are prevented from playing a meaningful role in the borough because of struggles with food insecurity, lack of employment, debt or because of their immigration status; and secondly,

those residents who come forward in new waves to offer their time and resources to contribute to their local communities.

So by *Building a Borough where everyone can contribute* we want to capture these three commitments:

- No-one should be prevented from realising their aspirations and playing a meaningful role in their community because of challenges poverty, food security, suitable housing or debt
- We will provide platforms for residents and communities to support one-another, celebrating the mutuality and reciprocity that has flourished through this period
- As partners, we will bring our collective resources to the table to build this vision for the borough

### Outcomes:

The high-level outcomes for this work should be:

- To increase the number of Southwark residents who are able to give back to and realise their aspirations in their community.
- To improve outcomes for Southwark residents in ways that reduce inequalities in:
  - Self-efficacy
  - Health & Wellbeing
  - Resilience
  - Income
  - Food security & nutrition
  - Employment
  - Education & skills
  - Debt
  - Homelessness
- To give residents confidence that they can access the right support to meet their needs and to support one another effectively

The measures for these outcomes could be linked to the Social Regeneration Indicators<sup>11</sup> will that were developed by the council with VCS partners to monitor the high-level impact that our actions are having across the borough and the progress we're making in achieving regeneration for all ambitions.

### Operating Framework

As per the key findings of the report, clarity of vision needs to be matched by a focus on specific activities that are developed at the appropriate tiers: whether the centre, the neighbourhood or at population-level. This work is to be taken forward by a

#### Centre:

- A borough-wide access point – so people can find the support that is available to them quickly

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<sup>11</sup> <https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna/social-regeneration-indicators>

- A central information and knowledge hub – providing up to date information on central government policies, Southwark’s policies and procedures, changes in regulations and training support for advice providers
- A Southwark intelligence hub – building on the data-sharing lessons of the community hub to develop a shared intelligence hub to combine and analyse data on vulnerabilities and needs across the borough

### Neighbourhood

- A network of neighbourhood community hubs/anchor organisations – providing advice and support in each part of the borough, with an agreed common role but provided by organisations that each have their own unique mission and operating model. Including making best use of space and the collective estate within neighbourhoods to support delivery
- Local support for grassroots community groups (MA groups & TRAs etc.) at the neighbourhood-level – working to provide existing activity in a federated model that is embedded with local

### Population

- Specialist support for population groups, provided appropriately between the centre and emedded within neighbourhoods, including leveraging existing activities of:
  - Older People & Carers Hub
  - Wellbeing Hub
  - All-age Disabilities Hub
  - Children and Families Centres
- Advice and support services (benefits, employment, housing, debt, immigration, social care etc.) provided by the voluntary and public sector, including independent advice.

### Partnership principles

Building on the work of the Community Hub to date this partnership should adopt the following principles:

- Mutuality and reciprocity – partners and organisations contributing what they can as well as receiving support when they need it
- Codesign and codelivery – partners and residents working together to design the network and share approaches and tools
- Clarity of purpose - working to a clear common purpose
- Collective resources – working to make the best uses of the resources we have in Southwark across the system an across all partners
- Operations not just strategy – getting on with practical work together across the system
- Relationships and communication - a partnership of equals across sectors
- Data and technology - Effective use of data and intelligence to achieve more

### Support principles

- Mutuality and reciprocity – people and communities contributing what they can as well as receiving support when they need it, and being valued for what they contribute
- People are fully involved in identifying their needs and planning the support they receive

- People have the opportunity to build on their strengths – planning of support helps individuals to identify their strengths at a personal and community level
- People have access to the information, advice and guidance they need to meet their needs
- People feel that they have access to services to improve their lives and wellbeing

### Beneficiaries

The beneficiaries of this new arrangement should include:

- Residents with vulnerabilities that lie under the radar – those without recourse to public funds and not registered as such, undocumented migrants and those beneath statutory thresholds or out of touch with formal support services
- Residents on the cusp of coping – residents vulnerable to being thrown into crisis for example through the loss of insecure employment, or struggles with health, debt or housing.
- Residents who do not have access to support networks either statutory, voluntary and community sector to get the support that they need including those who are self-isolating due to Covid-19
- People who have come forward to volunteer.

## (ii) Recommendations on related work

The issues raised at the review group have been wide-ranging and has touched on a range of issues that relate to work taken forward by other groups and initiatives. Here we set out a range of recommendations that would bring these workstreams into line with the framework and vision of our governing recommendation.

### Recommendation 4 - Embedding services in neighbourhoods:

Partners should embed access to existing service provision within neighbourhoods. This should include testing new ways of providing housing, employment, skills, money, social care and immigration support in local communities - including testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.

Food poverty is often one of the most pressing issues people face but is rarely the root cause of their difficulties. To maximise their wellbeing, many people need to be able to address housing, employment, skills, money, social care, immigration and wider issues. However, people often find the support that is available hard to access.

It is therefore proposed to test new ways of providing housing, employment, skills, money, social care and immigration support in local communities - including testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough Partners should

undertake a number of pilots for providing improved access to these kinds of support and advice.

### **Recommendation 5 – Making the Most of Social Prescribing:** Health partners should explore how social prescribing can become a central element of the community support alliance.

The link between primary care and wider social support in the borough could be much stronger. The NHS has invested in a five-year social prescribing programme to help overcome this. Integrating this work with the Southwark community support alliance has the potential to achieve a leap forward in NHS/VCS/Council coordination

It is proposed to explore how social prescribing can become a central element of the social/community support alliance.

The aim is to better join up 'social prescribing' services that have developed organically in Southwark including the Primary Care Network social prescribing link workers so that this best supports Community Hub partners, can assist with collaborative/cross working and improve outcomes for local residents.

Collaboration and communication between partners will ensure a joined up, multi-disciplinary approach, which will reduce duplication and cater to the widest possible range of health and care needs.

A key principle is no wrong door for those accessing the support that they need every door is the right door,

The coordination role by the social prescribing service can ensure residents have access to a range of local services appropriate to their individual needs. Services involved will be able to specialise and maintain focus with wider social needs being covered by partner service and organisations involved.

A focus for this work will be to consider if any resources will be allocated to the VCS groups handling these referrals. This should include looking at how we can either bring in additional funding or seek to repurpose existing funding to support a more sustainable model of social prescribing that delivers on the following principles:

- Builds on, enhances and takes into account existing social prescribing activities and approaches (recognising there are already a number of models of social prescribing in Southwark).
- Recognise and foster the diversity of the VCS in Southwark.
- Develop thriving place-based social support alliances in clusters/neighbourhoods; enabling community assets to develop connections and relationships, and to share resources.
- Offer a mix of formal and informal support dependent on individual's needs.
- Be underpinned by a shared outcomes framework to measure impact, supported by integrated IT and data.

- Develop a new type of collaborative relationship with commissioners, one that enables the VCS to flourish and addresses the power imbalance between statutory and VCS partners.
- Align and connect existing community connectors/navigators to act as a network within a geographical area (mitigating loss of institutional knowledge/operating in silos).
- Develop a payment model that supports the VCS to thrive and be sustainable (while also recognising that not everything the VCS does should be formally commissioned).

**Recommendation 6 – Building effective referral systems:** The council, VCS and health partners should develop and embed a social support referral system – building on the success of the work Community Southwark have been leading using the Airtable platform.

As part of the work on the Community Hub partners have achieved a leap forward in the sharing of referrals and data between public and VCS bodies. There is an opportunity to embed this work and in so doing to reduce duplication of effort and achieve better outcomes for Southwark residents.

It is therefore recommended to continue to develop and embed a social support referral system – building on the success of the work Community Southwark have been leading using the Airtable platform. A key aspect of this work will be to look at how to achieve better joining up of the different existing systems that partners use rather than building a new single system. It will also be important that access is provided to good quality information for residents and for professionals so that people know what services are available and how to access them.

**Recommendation 7 – Encouraging and Supporting Volunteering:** The review recognised the significant role that volunteers have played in supporting vulnerable people in the borough. The review group recommends that Community Southwark should work with partners to find ways to celebrate and support volunteering.

Southwark residents have responded to the pandemic by giving unprecedented amounts of their time to volunteer for their community. Whilst volunteer numbers are dropping from their peak in April-June there continues to be a large number of people wishing to give back, including those who have also benefited from support.

Community Southwark is planning to recognise the work of volunteers on covid-19 as part of Southwark Stars ceremony in November 2020

The partners should work with Community Southwark on a joint piece of work on encouraging and supporting volunteering. This will include how we can develop volunteers

that reflect the demography of local communities, and what we can offer volunteers (e.g. functional skills training, career pathways for younger volunteers). This work should go beyond placing volunteers in established organisations to working with mutual aid other less formal community sector organisations.

**Recommendation 8 – Aligning plans for emergency food provision:** Partners should work with the Southwark Food Action Alliance to develop a stronger common approach to emergency food provision, including establishing aligned criteria/thresholds, ways of avoiding duplication of service to individual people and shared relationships with food suppliers.

COVID19 has made starkly clear the levels of food insecurity in our borough. Until the multiple inadequacies of the UK's welfare system are addressed there will continue to be a need for foodbanks. Opportunities exist to further strengthen collaboration and coordination between Southwark's foodbanks.

It is recommended to develop a stronger common approach to emergency food provision – working through the Southwark Food Action Alliance, including establishing aligned criteria/thresholds, ways of avoiding duplication of service to individual people and shared relationships with food suppliers.

**Recommendation 9 - Developing a common long-term approach to tackling food insecurity:** Partners should scale up community run low cost food projects - working through the Southwark Food Action Alliance to develop options for affordable food provision that support people's dignity and independence (including community supermarkets, pantries etc.), linked to the review of the food security plan.

Partners in Southwark share a long-term aim to end food insecurity and poverty and the need for foodbanks. As part of that aim there is strong interest in collaborating to develop more affordable community run food options. There needs to be some consideration to how to measure food insecurity, to allow for a better idea of the scale of the problem and issues that our residents face. A range of initiatives are already happening across the borough that can be built on

The review recommends scaling up community run low cost food projects - working through the Southwark Food Action Alliance to develop options for affordable food provision that support people's dignity and independence (including community supermarkets, pantries etc.), linked to the review of the food security plan. It essential when scaling this up that the voices of those with lived experience need to be heard and included when options are developed and that these services are co-produced.

**Recommendation 10 – Understanding Southwark’s hidden populations:** Research should be undertaken to better understand Southwark’s population who do not have full recourse to public funds – to identify the scale of the population and the issues they face. Working with the VCS groups that are currently supporting large number of people in this situation to undertake the research.

Throughout the review we have heard that a high proportion of people tipped into poverty by COVID1 do not have full recourse to public funds. Without a welfare system to fall back on people in this situation have been left in acute financial hardship. There is an urgent need to better understand the scale of this issue and to make the case for a more humane immigration system.

Partners should undertake research to better understand Southwark’s population who do not have full recourse to public funds to identify the scale of the population and the issues they face. Working with the VCS groups that are currently supporting large number of people in this situation to undertake the research.

**Recommendation 11 – Tackling Digital Exclusion:** There is an urgent need to prioritise connecting digitally excluded people, including identifying how access to devices and data can be improved for people who cannot currently afford them and strengthening digital skills.

Partners in Southwark have had incredible success in using digital platforms help provide social support during COVID19. Many more people have engaged with these tools than might have been thought. However, the pandemic has also starkly shown the scale of exclusion for people who do not have access to a device or data, or who do not have digital skills.

It is important moving forward to prioritise connecting digitally excluded people – including identify how access to devices and data can be improved for people who cannot currently afford them and strengthening digital skills.

**Recommendation 12 – Supporting grassroots organisations:** Community Southwark should review how capacity building support in the borough can best support the development of Southwark social/ community support alliance together with development/implementation of a formal partnership model of delivery with Voluntary and Community Sector organisations.

There is a strong desire across VCS organisations in Southwark to work together to improve social support. Almost all VCS organisations in the borough are small and need support to

develop. There is strong interest in doing this in reciprocal ways that link more established and emerging organisations so they can learn and improve support in their areas together.

The council will work with Community Southwark to review how capacity building support in the borough can best support the development of Southwark social/ community support alliance.

**Recommendation 13 – Leveraging existing funds:** Funders in Southwark and beyond should consider how they can best use their existing resources to support the delivery of these recommendations.

In the first phase of the response to the pandemic local and regional funders stepped forward to support the huge scale of community activity meeting the needs of vulnerable people impacted by Covid-19. Businesses and others also came forward with donations of food, other goods and services.

The review recommends that funders in Southwark should consider how they can best use their existing resources to support the delivery of these recommendations.

**Recommendation 14 – Tackling inequalities:** The review group heard evidence on the significant disproportionate impact on some communities. The review therefore recommends that all partners should:

- Undertake joint work to understand those who were and remain worst affected by Covid-19, for example BAME groups.
- Improve the way they collect, use and act on data moving forward, covering all equalities groups.

There were a number of groups that were identified as experiencing a disproportionately negative impact of Covid-19. An overarching theme to the partnership response has been to focus on protecting the most vulnerable in society. To identify these groups requires a thorough analysis of all the data available within the council and key stakeholders. In particular, this would include a review of monitoring data on local residents accessing services both before and during lockdown to identify changing patterns of demand and emerging trends, especially since services have moved predominantly online.

All partners should work together to understand the disproportionate impacts and all partners should improve the way they collect, use and act on data on this going forward, covering all equalities groups.

**Recommendation 15 – Principles for working together:** The partnership should adopt the following principles in working together:

- Mutuality and reciprocity – people and organisations contributing what they can as well as receiving support when they need it.
- Codesign – all partners and residents working together to design the alliance and share approaches and tools.
- Clarity of purpose - working to a clear common purpose.
- Collective resources – working to make the best uses of the resources we have in Southwark across the system and across all partners.
- Operations not just strategy – getting on with practical work together across the system.
- Relationships and communication - a partnership of equals across sectors.
- Data and technology - Effective use of data and intelligence to achieve more.

Both this and recommendation 16 are key enablers to the longer term approach.

**Recommendation 16 – Principles for providing support:** The partnership should adopt the following principles for providing support moving forward:

- Mutuality and reciprocity – people and communities contributing what they can as well as receiving support when they need it, and being valued for what they contribute.
- People are fully involved in identifying their needs and planning the support they receive.
- People have the opportunity to build on their strengths – planning of support helps individuals to identify their strengths at a personal and community level.
- People have access to the information, advice and guidance they need to meet their needs.
- People feel that they have access to services and less formal groups that improve their lives and wellbeing.



**APPENDIX 2****Southwark Community Hub Response Plan**

1. The community hub is currently seeing a significant decline in both the number of calls and emails that it receives. In addition, we have seen a significant decline in the need for case management and referrals including for food. We are currently reviewing this with a view to scaling down the council team to reflect the current workload. In doing this we are also considering potential to scale up in the event of any potential future spikes or local lockdowns. To enable this to happen we would implement the following plan.

**Coordination Arrangements**

2. The partners involved in the Community Hub work to date have learned much from the way the partners have worked together. This has relied on co-ordination and working together through the Steering Group and related working groups that are about co-ordinating practical work together. Strong and clear arrangements for co-ordination will be essential should there be a need to scale up the effort once more with good communication between the partners, quick access to decisions makers and a practical focus for this work.
3. Should there be a need to scale up support the following will be implemented:

<b>Coordination Arrangements</b>
Public health will provide regular updates on the infection rate to all key hub partners via the weekly multi agency steering group meetings and local hubs meetings.
Detailed briefings on any concerning rises in the infection rate, or likely local lockdown measures will be provided to these groups.
Plans to rescale up support will be coordinated through the steering group.
The council will work with Community Southwark to provide timely briefings for the wider voluntary and community sector, using Community Southwark's established networks.

**The Borough wide point of contact for referrals**

4. The council's contact centre has multi- skilled agents within it and so will retain staff with the community hub skillset as staffing scales up to meet the projected demand of the winter period. The council has the ability to quickly increase the number of agents available to answer calls or to reassign staff to the inbox in line with workload. For case management an agreement is in place with Residents services) to utilise the complex cases team who have previously worked on many of the complex cases within the hub but have recently been stood down due to reducing demand.

5. The process of developing and managing the hub means that these functions are able to operate much more efficiently than previously having developed a wide range of tools to support the wide range of enquiries that have been received. The introduction of airtable has simplified the referral process to the local neighbourhood hubs and partners have worked collaboratively to agree referral criteria and a triage process with the Voluntary & Community Sector.
6. Establishing quick channels of communication VCS and external partners have been critical to the operations of the hub, ensuring that residents can access the support that they require close to home. With central triage and assessment functions carried out at the centre through the single point of access, a simple and quick means of making outwards referrals and linking residents to neighbourhood food hubs or other local means of support was required.
7. Should there be a need to scale up support the following will be implemented:

<b>The Borough wide point of contact for referrals</b>
The council will continue to provide the phone, email and web-form via the Contact Centre throughout the pandemic.
Cross skilled agents will be retained within the council's contact centre, including those with the community hub skillset.
The ability is in place to quickly increase the number of agents available to answer calls or reassign staff to the inbox in line with workload.
Case Management – an agreement is in place with Residents Services to utilise the complex cases team if needed, they have previously worked on many of the complex cases within the hub but have currently been stood down.

### **Maintaining Data on Vulnerable People requiring support**

8. Effective use of data and intelligence has been critical to the response throughout the crisis. The new CRM system adopted by the council to manage the shielding lists has offered the capability to merge existing internal databases and lists in new ways. On top of this, the new referral systems with the VCS and health partners have offered quick interfaces that have not otherwise been in place. Taken together, this has led to sharing of information in smarter, more effective ways and offers a more rounded and real-time picture of vulnerabilities and needs across the borough.
9. Should there be a need to scale up support the following will be implemented:

<b>Data on vulnerable people requiring support</b>
The existing Microsoft/Hitachi CRM system will continue to be maintained to retain the contact details of those requiring support in the first lockdown. With regard to shielding these records continue to be made available to the authority by central

government for this purpose.
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### Proactive welfare calls

10. In addition to receiving referrals a significant number of outbound wellbeing calls were made to all shielded residents and to wider groups of vulnerable residents. This was supplemented by efforts of partners to contact existing service users and share and rationalise lists of those in receipt of support where appropriate and safe to do so.

11. Should there be a need to scale up support the following will be implemented:

Proactive Welfare Calls
If appropriate partners will undertake proactive welfare calls of people known to require support during the first lockdown.
Work to be undertaken in readiness to identify how this can be coordinated between the council, primary care and VCS.

### Food delivery

12. Provision of food parcels has been one of the main focal points of the Community Hub, although by no means the limit of the offer (see below). Broadly, food parcels have been arranged through two means:

- a. Direct from the council - over 20,000 food parcels have been delivered by the council directly to residents. Southwark Building Services staff have sorted and delivered food packages to residents on the council delivery list. These packages have included non-food and non-perishable goods purchased wholesale, supplemented by two donated Fareshare deliveries per week (150 parcels) and fresh produce sourced from New Covent Garden and Borough Markets.
- b. Distributed through neighbourhood food hubs - food deliveries also worked through a network of neighbourhood food hubs, located across the borough: Pecan, Pembroke House, Albrighton Community Centre, Central Southwark Community Hub, St George the Martyr, Time and Talents, Paxton Green and Lewington.

13. These neighbourhood hubs all stepped forward to offer additional support through the crisis and have developed delivery and collection models to distribute food parcels to local residents. The council has provided funding, logistics and supply support to these hubs based on local needs and capacity. Individual hubs have also leveraged their own resources and external funding to grow and develop activity, often significantly. The neighbourhood hubs have also been bolstered considerably by the efforts of the local private sector, as businesses including Hubbub, Fooditude

and Bermondsey Employment Skills and Training have pivoted to provide access to equipment or cooked meals to supplement food parcels.

14. Should there be a need to scale up support the following will be implemented:

<b>Food Delivery</b>
Where people can afford food the Council will provide access to a range of supermarket options (priority online or telephone order/pay at door or voluntary support for shopping (over 50's).
Where the above is not appropriate, the council will in the first instance make referrals to the local hubs based on agreed triaging process for individual deliveries. Local hubs will use their own delivery service or Pedal Me.
Should demand exceed the capacity of local hubs, the council will resume direct deliveries.
If relevant council services (e.g. repairs) are able to stay open council deliveries will be Pedal Me.
If wider lockdown measures require the suspension of relevant council services council officers will resume direct deliveries.

### **Financial support for VCS partners**

15. Although the council has stepped forward with critical emergency funding, the wider community hub response has been a cooperative effort: VCS organisations have brought mothballed buildings into use for food distribution, church and informal groups have stepped forward with self-generated funds, local funders have combined funding pots to offer larger strategic grants to established organisations and smaller grants to grassroots outfits, social prescribers have joined the borough through new 5-year central funding streams, and local businesses and social enterprises have cooked meals and taken on the burden of deliveries.

16. However, should the effort need to be scaled up again there will need to be clear arrangements in place for providing financial support to partners who are dealing with referrals from the council.

17. Should there be a need to scale up support the following will be implemented:

<b>Financial support for VCS partners</b>
A clearly defined service level agreement will cover arrangements for costs associated with referrals from the council and operational support during a crisis.

## Support to ensure people can access medicine

18. The partners worked with the NHS, GP Federations and local pharmacies to support the delivery of prescriptions to shielded and vulnerable residents. Should there be further lockdowns then this service will be scaled up again.

19. Should there be a need to scale up support the following will be implemented:

### Access to medicines for vulnerable people

This will as before be provided through the NHS working with the local pharmacy service.

## A collective approach to re-scaling up volunteer support

20. A clear feature of the past 5 months has been the groundswell of residents stepping forward to offer time and resources to help in their local communities and the wider borough including through mutual-aid groups, faith groups and Tenants & Residents Associations.

21. Should there be a need to scale up support the following will be implemented:

### A collective approach to re-scaling up volunteer support

The partners will take a collective approach to volunteering by working through Community Southwark who will manage referrals of volunteers to the relevant VCS organisations.

## Collective calls for donations.

22. In the first phase of the response to the pandemic local and regional funders stepped forward to support the huge scale of community activity meeting the needs of vulnerable people impacted by Covid-19. Businesses and others also came forward with donations of food, other goods and services. Should further lockdowns take place then co-ordination of this activity will be essential.

23. Should there be a need to scale up support the following will be implemented:

### Collective calls for donations

Where there are calls for or offers of donations of food or other materials these will be co-ordinated through the Steering Group. Where there are offers of financial support these will be referred through the Southwark Community Response fund.

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