

Cabinet

Monday 18 July 2022

11.00 am

Ground Floor Meeting Rooms GO2 (A,B and C), 160 Tooley Street,
London SE1 2QH

Supplemental Agenda No. 1

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Date: 8 July 2022

Item No. 9.	Classification: Open	Date: 18 July 2022	Meeting Name: Cabinet
Report title:		Developing Southwark's new Borough Plan	
Ward(s) or groups affected:		All	
Cabinet Member:		Leader of the Council	

FOREWORD – LEADER OF THE COUNCIL

Southwark is a fantastic, incredibly diverse borough where we have much to celebrate and one in which I am proud to be Leader of the Council. We also face difficult challenges ahead as a community. As a Council we are on the side of our residents. Together as a community we are strongest when we come together. This was demonstrated over the last two years and more through the pandemic and through Southwark Stands Together in our work to tackle racism and address inequalities. We will come together again as we face the challenge of a cost of living crisis and the uncertainty and worry that brings for so many in our borough.

This is why I am excited to ask Cabinet to agree to the development of a new Borough Plan to 2030 with the community. It will be a clear statement of the borough's priorities and our commitments to each other for a fairer, greener, safer and more equal Southwark and bring together diverse voices from across the borough.

At the local elections residents told us what is important to them now and in the years to come. The Council is already delivering on those priorities to build back a fairer, greener, safer and more equal borough. This includes plans to create good jobs, to build new homes that local people can afford, to help keep bills down as costs rise, to have safe streets and estates and to respond with action to tackle the climate emergency.

Whenever and wherever I visit in Southwark, I see the potential to overcome the challenges we face and create real opportunities for everyone across our borough. We have a thriving voluntary and community sector, great Universities, world-class health institutions and high performing schools. We have fantastic, diverse businesses rooted in our neighbourhoods and committed and quality staff working across the Council. Most of all, we have brilliant residents who are making a real difference in their community every day.

Bringing together a borough plan is therefore about how we together unlock the potential that we have across our borough and respond to the priorities that residents have told us are important to them. I look forward to working together with all in our community in the coming months and years to shape and realise our ambition to 2030 for a fairer, greener, safer and more equal Southwark.

RECOMMENDATIONS

That Cabinet:

1. Agrees to the development of Southwark's new Borough Plan to 2030 working with residents, the local voluntary sector, businesses and the wider public sector.
2. Notes that a council delivery plan, setting out the council's programme of work over the period 2022/23 to 2025/26, will be developed for presentation to, and agreement by, Cabinet in September 2022.

PURPOSE & SUMMARY

3. The purpose of this report is to seek cabinet agreement for the development of a Southwark Borough Plan to 2030. The report explains at the highest strategic level what the Borough Plan is, the process for its development and key next steps.
4. Southwark's Borough Plan will be a co-produced statement of the borough's priorities and our commitments to each other for a fairer, greener, safer and more equal Southwark. It will bring together diverse voices from across the borough.
5. We start from a point of strength with a detailed understanding of the borough's need, what residents tell us is important and what we are doing to deliver on those priorities, reaffirmed most recently through engagement with residents in the local elections.
6. Over the last two years we have also undertaken extensive consultation and engagement on future priorities, whether that is through our work on championing climate change, responding to concerns over mental health support or hearing from our residents on their hopes and anxieties as we move forward from the pandemic.
7. Within the Council and across our community, we are actively responding to those priorities in how we strategically plan and deliver services.
8. The fundamental building blocks are therefore in place to inform how we work together to deliver the Borough Plan and include our long-term strategy for building new council homes to respond to resident need and directly address the shortage for homes in our borough. It includes our climate change strategy and action plan to deliver a carbon neutral borough by 2030 and our emerging economic strategy to shape a fairer and more resilient local economy for all in our community. It also includes our health and wellbeing strategy to deliver a healthier borough and address entrenched health inequalities meaning where you live is no barrier to improved wellbeing.

9. The council delivery plan to 2026 will support the new Borough Plan and will set out the programme of work that the council will achieve over the next four years to 2026. The council delivery plan will be based on the political commitments of the administration following the outcome of the local election in May 2022, as well as essential 'business as usual' activity.
10. The council delivery plan, to be agreed in September 2022, will form a key input and set out the Council's contribution to the Borough Plan. Agreement across partners on the Borough Plan will take place in spring 2023.

BACKGROUND INFORMATION

11. Southwark faces big challenges and opportunities over the coming years, from the housing and 'cost of living' crises, to entrenched inequality and the climate emergency. These crises are real and hurting those in our community whom are often in greatest need and having to make difficult choices in how they go about their daily lives.
12. The new Borough Plan, and our supporting plans and actions, must be impactful in responding to the housing and 'cost of living' crisis and lead to meaningful, sustainable change. This means building and delivering a plan where all in our borough have the opportunity to decent, quality homes and a good job in a borough that is greener, healthier and a welcome and fair place to call home.
13. Southwark Council will therefore work with our communities to develop a vision for the borough through development of a new Borough Plan. It will be medium to long term in focus, setting out the kind of place that we collectively want the borough to be like, look like and feel like by 2030.
14. The Borough Plan will build on and bring together the key strategic plans we are already delivering to create a fair, green, safe and equal borough. Through the process, we will set out our detailed understanding of the borough's need and showcase where we are having greatest impact in addressing inequalities, ensuring fairness and creating the conditions for our community to thrive.
15. In developing a Borough Plan we will build on the work and learning from our collective response to the pandemic where we together with our community worked across traditional boundaries to support and keep residents and business as safe and secure as possible. This included supporting over 73,000 vulnerable residents through the Community Hub bringing together the resources, skill and determination of our voluntary sector partners with staff in the Council alongside local business.
16. Over that same time, we supported local businesses with over £253m of support in grants and retail relief. We also built up our understanding of our local business base with a business e-newsletter reaching over 11,000 local businesses, many of which are small and medium traders. This

means we can quickly communicate with our business community in ways not previously possible before the pandemic, which will be important as we further build our partnership with local business.

17. Other examples of how we came together and maintained partnership delivery against the toughest of circumstances during the pandemic include developing the young person's mental health drop-in centre, The Nest. The Nest provided over 400 individual levels of support in addition to one-off visits since the service opened in height of the first lockdown in May 2020. The experience from the work on the Nest gives us much to build and learn from in developing and delivering an ambitious long term plan for our borough.

KEY ISSUES FOR CONSIDERATION

18. We start with a clear ambition to make our borough fairer, greener, safer and more equal. The Council is committed to:
- Reducing inequality, standing together against racism and discrimination and celebrating Southwark's diversity;
 - Growing the economy so prosperity in the borough is shared, with good jobs and fair pay for residents, and tackling the cost of living crisis;
 - Protecting Southwark's environment, delivering more green space and nature, clean air and healthy streets;
 - Tackling the climate emergency and reducing emissions;
 - Tackling the housing crisis, building more council homes and other genuinely affordable homes, and standing up for renters and leaseholders, and making homes greener;
 - Making Southwark safer for everyone, tackling anti-social behavior, youth violence and harassment of women;
 - Supporting our communities, investing in community-led action and delivering quality services for residents
 - Supporting families, giving young people a great start in life, tackling health inequalities and ensuring quality care for those who need it.
19. The Council is also committed delivering on our promises to our residents, that:
- Wherever you live in Southwark, we will ensure your local area is a great place to live, with all the essentials of life close to your home.
 - We will put residents at the heart of everything we do as a council, empowering communities to shape the places they live and make decisions about issues which affect their lives.
 - We will ensure the whole council is focused on closing the gap in life chances within our borough, so that everyone can achieve their potential and play their full part in Southwark's future.

Developing the Borough Plan

20. We will work together as a borough to bring together a Borough Plan for agreement across our place in spring 2023. This will set out our vision and ambitions for Southwark to 2030. Our ambition is that the plan is adopted by our key partner organisations (like the local health partnership, police and other significant stakeholders) including those on our anchor group network¹.
21. The Borough Plan will be strategic and a shared vision for the entire place. We also want to reflect and capture the key priorities that make up thriving neighbourhoods across the borough. Through this process we want to celebrate and build on the specific features that make each of our town centres and local neighbourhoods successful as well as target and tackle the issues that may be holding our neighbourhoods back.
22. The borough vision will be shaped by the existing priorities that we know our residents care about, as well as the council delivery plan to 2026 and other key business plans and strategies across our key partners. The vision will also be shaped by our values as an organisation including always working to make Southwark more equal and just and standing against all forms of discrimination and racism.
23. The development of the Borough Plan will be informed by extensive research and engagement that has been done with residents over the last few years, including the Social Life research, 'Life After Covid' survey, and our community conversation with residents to develop our Southwark Stands Together work. We will also build on research and insight from key partners and community organisations across the borough to ensure that the plan is informed by what we currently know about need and priorities across our borough.
24. As we develop the Borough Plan we remain mindful that many of our residents face challenges as the cost of living crisis impacts on their daily lives and Council will support residents by developing plans to help and assist those in need.
25. The Council operate in one of the most challenging financial climates that many of us have faced in recent times. The council and many organisations across the borough are continuing to operate in an extremely difficult financial situation due to more than a decade of government reductions to local government funding and ongoing uncertainty about a future financial settlement.
26. The 'age of austerity' continues, with the impact of leaving the European Union and long shadow of the pandemic layered on top creating a complex

¹ The Southwark Anchor Network is a group of the borough's key stakeholder organisations who have a key footprint in the borough, are a key employer and can significantly shape the future direction of the borough and its impact on those who live, work and want to come to Southwark.

financial context in which to operate. Elsewhere on this agenda, the Cabinet will receive a report setting out the financial remit for 2023-24 and budget scene-setting position. Cabinet are reminded of the key issues for consideration in agreeing to develop the Borough Plan.

27. Businesses too continue to feel the long impact of the pandemic on their financial bottom line. The charity and community sector are also facing difficult financial challenges as a combined impact of government funding reductions and individuals in our community being less able to financially support our charity and community groups, as the cost of living disproportionately impacts disposable income (and time to volunteer).
28. It is also fair to say that the council alone cannot solve many of the biggest challenges we face as a borough, whether that is about the climate emergency or creating the best possible conditions for inclusive and fair growth in our economy. We are working with our communities and partners across Southwark to find innovative solutions to the challenges we face and to improve the life chances of our residents and address entrenched inequalities. The development of the Borough Plan will be our opportunity to bring that work together and our long-term ambition for place.

Next steps

29. Our ambition is to bring together the Borough Plan by spring 2023 for adoption by the Council and key organisations across our place. We start from a position of strength. We have detailed understanding of the borough's need, what residents tell us is important and what we are doing to deliver on those priorities.
30. Over the coming year we will bring together residents, the local voluntary sector, businesses and the wider public sector to collaborate, engage and co-produce a borough plan that responds to the priorities that communities across Southwark have told us are important. This will also be an opportunity to celebrate our success as a borough and the achievement of people in the borough in delivering on a fairer, greener, safer and more equal Southwark.
31. Over the coming weeks we will develop a more detailed process for bringing the borough plan together. This will involve a first stage over the summer period to September 2022 of research and insight into existing priorities and previous consultation exercises. This will give us a baseline and bring together into one place the scale of activities already underway in responding to priorities, including the cost of living crisis, and findings from the extensive work on climate change among other strategic areas of delivery. This will also be a period in which we conduct further work to develop the methodology for bringing together the plan including referring to regional, national and international models on the form the final plan will take.

32. A process of collaboration, engagement and co-production on the borough plan is likely to commence through the autumn of 2022, involving residents, stakeholders, partner organisations (including our own contractors and those who we work with to deliver services) and staff.
33. Developing the Borough Plan will be a whole council effort involving all council teams participating in and leading the conversation and engagement together with those in our community. Key teams across communities, resident engagement, business engagement, strategy, policy and communications will be involved in ensuring there is co-ordination and alignment (and avoiding duplication) with any pre-existing planned engagement activity.
34. Later in the year we will analyse feedback and learning from the process to set out a borough plan for agreement with and by partners. Our aim is to bring the Borough Plan to Council Assembly for agreement in March 2023.
35. This timeline will be subject to further review and development as we move forward into the process of developing the Borough Plan.

Policy implications

36. The Borough Plan, once developed, will represent the borough's highest level of ambition and therefore be the 'plan of plans' for our place. It will set out a clear statement of the borough's priorities and our commitments to each other for a fairer, greener, safer and more equal Southwark. It will be informed by and influence over time the local strategies and plans across the Council, key stakeholders and other such organisations who make a strategic contribution to Southwark.
37. The Borough Plan will be supported by a council delivery plan, which will set out the programme of work that the council will achieve over the next four years to 2026.
38. The council delivery plan will replace the current council business plan (set to end by summer 2022) and will be based on the political commitments of the administration following the outcome of the local election in May 2022, as well as essential 'business as usual' activity. The council delivery plan will be agreed in September 2022.

Resource implications

39. The development of the Borough Plan will involve Council staff and wherever possible the work will be met from within existing resources. It may be necessary to consider external support to assist in the engagement work that informs the plan. This will include learning from best practice in other Council areas which have undertaken similar engagement exercises. It will also include consideration of additional resources to assist the Council in shaping, developing and delivering the work as required. For example working with our anchor organisations such as the local Universities to tap

into data and insight work to inform future priorities, complementing our local analysis in areas such as public health intelligence.

Community, equality (including socio-economic) and health impact

40. The council's commitment to equality and fairness will be fundamental to the development of the Borough Plan, in line with our equality framework and related equality, diversity and inclusion policies as influenced by our Southwark Stands Together programme.
41. Future decisions made on the basis of the commitments highlighted in the Borough Plan and council delivery plan may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate. In line with the council's equality framework and related policies and procedures and as the Borough Plan informs more detailed action planning, further equality analysis will be undertaken.

Climate change implications

42. The development of a Borough Plan will be key in supporting the borough wide ambition to be carbon neutral by 2030. Elsewhere on this agenda is the 'Climate Emergency Annual Progress Report' and 'Update of the Climate Strategy and Action Plan', setting out how we are progressing on our ambition. There is also a report that responds to the recommendations of the Southwark Climate Change Citizen Jury.
43. Taken together these reports will set out our future direction of travel in delivering on our climate change ambition for all in our borough. Our response to the Citizen Jury and action plan will be a key enabler in developing the Borough Plan. This will be especially how we come together as a place to achieve a greener, fairer and more sustainable future for our community.

Consultation

44. Our ambition is to bring together the Borough Plan by spring 2023 for adoption by the Council and key organisations across our place. We start from a position of strength. Over the last two years we have undertaken extensive consultation and engagement on future priorities.
45. Over the coming year we will bring together residents, the local voluntary sector, businesses and the wider public sector to collaborate, engage and co-produce a borough plan that responds to the priorities that communities across Southwark have told us are important. Together, we will use the process to develop and find further solutions to the challenges as a community we face, such as the cost of living crisis. Through consultation and engagement we will be clear on what we are each doing as partners across our place to respond to such challenges and to deliver on the opportunities that our shared ambition brings.

46. We have a strong point from which to move forward in consulting and engaging with the community on a new borough plan. Through the local election and earlier consultation such as our 'social life survey' we have discussed, heard and explored what needs to change across the borough (and what works well and less well in doing so). The development of our plans around climate change, delivering more and better homes, responding to the mental health crisis arising from COVID and delivering on our economic renewal plan already demonstrate we are together with our partners know what we need to do deliver.
47. The development of the Borough Plan will help us explore with stakeholders in the community what good would look like and how we best to achieve that over the long term. Beyond that we will move to evaluation and review, evidencing success and embedding a long term sustained approach.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

48. The council is under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Borough Plan is one of the ways the council can demonstrate that it is achieving this requirement.
49. In deciding how to fulfill the best value duty, the council is required to consult with the local community in accordance with Best Value Statutory Guidance and this should be taken into account throughout the consultation process set out in this report. The results of the consultation will need to be taken into account when the cabinet makes the final decision regarding the content of the plan and recommends it to Council Assembly
50. Cabinet is reminded that in the exercise of all its functions it must have due regard under section 149 Equality Act 2010 to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. An equalities analysis will need to be produced for consideration alongside the Plan when it is produced for agreement. Equality analysis will also be needed in producing the council delivery plan as indicated in the community and equality impact paragraphs above.
51. Approval of the Borough Plan is a decision ultimately reserved to the Council Assembly in accordance with section 3A of the Constitution. The council delivery plan supporting the Borough Plan is an executive function that the Cabinet is delegated to make in accordance with section 3B of the Constitution.

Strategic Director of Finance and Governance

52. The strategic director of finance and governance notes that the Cabinet is being asked to agree to the development of a Borough Plan to 2030 and note that a council delivery plan, setting out the council's programme of work over the period 2022/23 to 2025/26, will be developed for agreement by September 2022.
53. There are no immediate financial implications arising directly from the recommendations within this report. Any additional funding required will be subject to financial appraisal, with reference to the Fairer Futures Medium Term Financial Plan approved by cabinet on 1 February 2022, and reported through the council's budget setting process.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None	N/A	N/A

APPENDICES

No.	Title
None	N/A

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Leader of the Council	
Lead Officer	Althea Loderick, Chief Executive	
Report Author	Stephen Gaskell, Director of Strategy and Economy	
Version	Final	
Dated	07 July 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	07 July 2022	

Item No. 12.	Classification: Open	Date: 18 July 2022	Meeting Name: Cabinet
Report title:		Southwark Stands Together Annual Report	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	

FOREWORD – COUNCILLOR ALICE MACDONALD, CABINET MEMBER FOR EQUALITIES, NEIGHBOURHOODS AND LEISURE

Southwark Stands Together came about as a result of the horrific murder of George Floyd and the subsequent global protests that brought into sharp focus the inequalities, racism and discrimination that still exist. The impact of the COVID-19 pandemic and the disproportionate number of Black, Asian and minority people dying spoke loudly about the impact of the health and other inequalities they have been experiencing for years. These two monumental events helped to unite us as a borough, to face head on structural inequalities and to resolve to bring about positive change to address them. This began with an in depth listening exercises with our communities. From June-August 2020, over 1,500 people took part, speaking of their lived experience of inequality and injustice and identifying areas for action.

Two years on, this report sets out progress to date against the key themes identified by our communities and our staff; employment and business, education, health, culture, communities, relationships with the police, the public realm and our workforce. It sets out what action has been taken, from agreeing anti – racist pledges, which we have embedded into all our work, establishing a new Youth Independent advisory group to improve relationships with the police, to reviewing our grants and taking action to make our council workforce more representative.

We know there is still a huge amount to do to make the long-term change needed. It reaffirms our commitment to put equality, justice and standing against all forms of discrimination and racism at the centre of how the council will work to become an anti-racist organization, working with our communities to co-produce and implement solutions.

I want to thank everyone who has contributed to this work over the last twelve months. We know change does not happen overnight – that we will not eradicate racism and discrimination in a flash. We know this will take each one of us to play our part and to work together. But together we can do it. We have a proud history of tackling inequalities in Southwark We have built on the progress we have made in the first year, and it gives us the confidence to keep on going forwards to a better, fairer and more just future for all in our community.

RECOMMENDATIONS

That Cabinet:

1. Notes the progress made against the eight workstreams outlined in the Southwark Stands Together (SST) annual report (Appendix 1).
2. Notes that Southwark Council has been shortlisted in the Diversity & Inclusion category of the 2022 Local Government Chronicle (LGC) Awards for its work with LHC on the creation of London's first diverse architects framework, where smaller black and minority ethnic led practices have the opportunity to tender for future projects.
3. Reaffirms its commitment to SST programme delivery, and asks that Chief Officer Team, as the senior steering group for the programme, review activity and next steps to ensure the progress made in the last year is sustained and accelerated.

BACKGROUND INFORMATION

Southwark Stands Together, our Commitment for Racial Equalities

4. Southwark Council promotes the basic rights of all people to equality and justice. Southwark Stands Together is 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.
5. Following the call to action in June 2020, some 1,500 people directly participated in a summer listening exercise. The purpose of this was to identify issues of concern of racism and discrimination locally, listen to people from Black, Asian and minority ethnic communities about their experience and learn from our residents and council colleagues about how the council can become an anti-racist organisation. All undertaken in the middle of a global pandemic with the resultant (and continuing) impact on our community, council services and staff.
6. A comprehensive report followed to Cabinet on 8 September 2020 setting out what the community had told us of their experience of racism, racial inequalities and injustice. It proposed the things we can do together to build on positive action to date and to bring about change, through a number of emerging recommendations, grouped together by work streams.
7. Following the election of a new Leader and Cabinet, a further report to Cabinet on 20 October 2020 reaffirmed the council's commitment to SST agreeing priority recommendations for action from issues that arose through the listening exercise. These were embedded as topline commitments into the refreshed borough plan in November 2020.
8. An annual progress report was presented to the Cabinet in July 2021,

setting out the progress made in implementing the actions under each of the eight workstreams. This report, in Appendix 1, builds on last year's report and details the work undertaken since last year to take forward actions to promote race equality. The Council continues to take measure that aim to make Southwark a borough free of racial discrimination, where people enjoy equal access to services and employment, based on their ability and merit, and where people from all backgrounds are encourage and support to reach their full potential.

KEY ISSUES FOR CONSIDERATION

9. The annual report sets out progress and achievement of Southwark Stands Together over the last year, including good practice and learning from the programme and identifies next steps in each area of work.
10. The annual report sets out the actions that have taken place on the eight workstreams that came about because of the listening and learning that was undertaken during 2020. Those exercises helped to inform how the Council should remodel its engagement with communities and improve its approach in reporting progress on the work to tackle and address inequalities.
11. Alongside reporting progress to Members on the implementation of the SST workstreams, officers will be reporting to the community on work to tackle inequalities. This includes building on good practice underway such as progress in collecting more lived experience examples across the council, for example through the health theme where we have reached out through our Community Health Ambassadors. Our 'Breaking The Glass Ceiling' project will also hear and learn more about the lived experience of our community in Peckham Square.
12. The pioneering work undertaken on the ADS Architects Framework has already had independent recognition with wins at both the Social Value Awards and the Go Ahead Awards. The Framework has also been shortlisted for the Local Government Chronical Awards for Diversity and Inclusion, the results of which will be known later this month.
13. Southwark agreed equality framework objectives and an action plan in July 2021, which commits the council to undertaking a wide range of measures to promote equality and fairness within our workforce, and in our service provision. The equality framework complements the work undertaken through the SST workstreams.
14. As we take the SST programme and equality framework forward, we will continue to regularly review our community consultation and engagement processes. This will involve ensuring a consistent and effective approach to Equality Impact Needs Analysis and opportunities to share new developments, or thinking, about how equality and inequality should be addressed.
15. We will work with the community to better communicate key messaging on

the need for peer research, the role of lived experience practitioners and opportunities to get involved in civic life. We will put in place a commitment to the collection of lived experience through improved language and compassionate communication. We will ensure documents and materials are more accessible for blind people and people with hearing challenges. These are some of the key next steps on engagement and reporting.

Governance, Monitoring and Review

16. High priority borough plan objectives and milestones associated with strategic delivery of activity through Southwark Stands Together sits with the Cabinet Member for Equalities, Neighbourhoods and Leisure. Other Cabinet portfolio holders hold political responsibility for specific work streams and plans being delivered that support those topline commitments and SST priority recommendations (agreed by Cabinet in October 2020) that are relevant to their portfolio responsibilities. Performance planning and monitoring are incorporated into the council's overall performance framework, at the highest level through the Council Plan, tracked quarterly and reported at least annually.
17. At the officer level, overall strategic responsibility for Southwark Stands Together Programme sits with the Chief Officer Team as the council's most senior level steering group for delivery of the programme. In summer 2020 Chief Officer Team created a time limited (one year) equality, diversity and inclusion programme lead officer to put together, amplify and oversee the SST programme and co-ordinate the delivery of actions and engagement activity reporting to the Director of Strategy and Economy.
18. An SST Strategy Board of senior council officers has now been given additional responsibility for overseeing the work of the Equality Framework. This aims to ensure there better coordination and cooperation between the work undertaken for SST and the Equality Framework objectives. The responsibility for heading this Strategy Board has now passed on to the Director of Communities, based in Environment and Leisure Department.
19. In addition, a Member level Equality, Diversity and Inclusion Panel has been established, with representation from community organisations, which is charged with overseeing the EDI agenda, including work undertaken under the umbrella of the SST programme. This Panel is chaired by the Cabinet Member for Equalities, Neighbourhoods and Leisure.

Headline Achievements

Workstream	Key Priority	Key Achievements
Employment and Business	Through the Southwark Stands Together online survey people told us that	Carried out comprehensive equality analysis of Southwark Works showing that 81.3% of client registrations and 84.5% of job starts were from Black, Asian and minority ethnic backgrounds.

Workstream	Key Priority	Key Achievements
	<p>employment and education were the two main areas in which people experienced discrimination. We want our residents from diverse backgrounds to be able to access quality jobs and for local Black, Asian and Minority-Ethnic led small business to thrive through accessible and effective business support.</p>	<p>Commissioned full service evaluation of Southwark Works. The experience of clients with a focus on ethnic background and quality of job outcomes is a key theme and will feed into the re-commissioning.</p> <p>Collected data on demographics of Businesses to allow better targeting of the business support offer.</p> <p>Supported 312 businesses through Covid Business Resilience Support Service - 45% identify as Black, Asian or minority ethnic-led.</p> <p>Commissioned the Southwark Pioneers Fund Start-Up and Growth contracts aiming to support people who are under-represented in entrepreneurship.</p> <p>A Gender and ethnicity pay gap-reporting toolkit is under development to encourage Southwark businesses to report.</p> <p>Analysis of council procurement spend to provide a baseline for measuring what proportion is spent locally, and goes to Black, Asian and minority ethnic-led businesses.</p>
Education and Schools	<p>Marginalisation in Education was a regular theme in the SST listening events. We want all school leaders to stand up to racism and inequality and all schools to become actively anti-racist.</p>	<p>Developed resources to support schools to develop their racial literacy and support a diverse and inclusive curriculum.</p> <p>Worked with careers leads and young people in schools to identify the best resources designed to inspire and support young people from diverse backgrounds to find meaningful employment.</p> <p>Put in place the foundations of a schools mentoring programme for Black Asian and Minority Ethnic Staff in schools.</p> <p>Worked with the Youth Parliament, Southwark Scholars and local young people to develop our understanding of the resources that young people from Black</p>

Workstream	Key Priority	Key Achievements
		<p>Asian and Minority Ethnic backgrounds need to be able to build effective networks.</p> <p>Provided support to schools to apply for the RACE Charter Mark.</p> <p>Developed training and CPD for all school governors on developing racial literacy and on inclusion and inequality.</p> <p>Taken the first steps in making Southwark Stands Together a key part of school improvement through the new Racially Inclusive Curriculum Hub.</p> <p>Mapped work around inclusion so that we can take the next steps built on a better understanding of the experience of our Black, Asian and minority ethnic young people.</p>
Health	<p>We are committed to harnessing the passion and commitment of our Black, Asian, and Ethnic Minority communities to address health inequalities; hearing their views on effective health and care and working with a fully mobilised health sector to tackle this.</p>	<p>The Joint Health and Wellbeing Strategy is currently being refreshed with a focus on tackling health inequalities.</p> <p>Developing a better understanding of how health inequalities affect our Black, Asian and minority ethnic communities to inform specific actions to improve health.</p> <p>Launching a grants programme to develop and embed systems change across the Council, NHS and voluntary and community sector tackling health inequalities and targeting where it is most needed.</p> <p>Reviewing commissioning processes to identify where systemic bias can occur and develop a toolkit / workshop aimed at making these processes fairer and just.</p> <p>Working with 116 registered Community Health Ambassadors. They come from diverse communities, with over 60% from Black, Asian or minority ethnic backgrounds.</p> <p>Our Covid-19 outreach grants have been targeted at those communities who have been impacted most by Covid-19.</p>

Workstream	Key Priority	Key Achievements
		<p>Targeted work over 2021/22 has improved uptake of NHS Health Checks amongst Black, Asian and minority ethnic communities.</p>
Culture	<p>We want to create greater opportunities for our Southwark based Black, Asian and Minority Ethnic artists to receive support in the development of new product and the showcasing of their work amongst increasingly diverse and supportive organisations.</p>	<p>Developed a bespoke Arts Boards Diversification Programme with Olmec.</p> <p>11 arts organisations have created Special Independent Director places on their boards as part of their own journey towards more inclusive governance.</p> <p>The I Create... grants programme launched in January 2022 to encourage professional commissioning of a greater diversity of artists in the borough, acknowledging the highly visible and symbolic role culture has to play in shaping a fairer society.</p> <p>Launched the Culture Together Grants Fund with £152,000 funding awarded through 10 grants to support organisations in the cultural sector to recover from Covid-19 in a more equitable and sustainable way.</p> <p>Initial steering group sessions have taken place to explore the appetite and scope for consulting with the community on the concept of a Black Cultural Centre. The scope of the consultation has broadened, in response to steering group advice, to instead explore how LBS can best support and celebrate Black Culture in Southwark,</p>
Communities	<p>We want to ensure the voices of our diverse communities are heard and that we have increasingly engaged and active Black, Asian and Minority Ethnic communities</p>	<p>Produced a co-designed toolkit on how to engage with Black, Asian and Minority Ethnic communities that is designed to inform practice right across the council and with our partners.</p> <p>The community we have been working with have provided 12 new community asks. This includes developing a clear and transparent process for implementation across the council for remuneration of engagement participants, which is under consideration. These asks will become part of the SST</p>

Workstream	Key Priority	Key Achievements
	<p>playing key roles in shaping their services, supporting their neighbours, creating together spaces that are vibrant warm and welcoming, and sharing equally in local resources.</p>	<p>communities reporting outcomes.</p> <p>The Resident Participation Team is capacity build existing TRAs including the extent to which TRA membership is reflective of the areas they have set up to represent. The resident participation staff working with to encourage new and emerging groups are working with residents to ensure diverse representation at the outset and that the principles of SST are reflected in operating documents and practice.</p> <p>Working together with Learning and Development Team to develop a training offer for staff to learn about the Approach to Community Engagement, principals and the guidance that will support them to engage better with our communities.</p> <p>Developing a set of information sheets about working with specific communities. We anticipate these will draw out some of the key and differing barriers for particular communities. This will enable us to continue to build connections with individual communities.</p> <p>A report has been agreed by Cabinet that reviews our voluntary and community sector grant making and commissioning processes. This' among other things' agreed an additional £400k grant programme, with £200k of this to be available specifically for groups that self-identify as Black Asian and minority led and the creation of a new council wide funding prospectus that removes barriers and tackles inequality.</p>
<p>Interaction with the Police</p>	<p>We want a community that can celebrate good news stories where Black, Asian, Minority Ethnic residents are working closely with the police</p>	<p>Developed a Youth Independent Advisory Group of over 25 young people aged over 14' recognising the disproportionality of young people involved in the Criminal Justice System and the importance of embedding their voices across the delivery of policing and community safety.</p> <p>Worked with Police on the creation of extra monitoring and scrutiny groups being</p>

Workstream	Key Priority	Key Achievements
	<p>and developing increasing levels of trust and confidence through positive engagement models.</p>	<p>created both in Southwark and across London to monitor stop and search arrangements.</p> <p>Brought members of the community together with the MPS to talk about Police encounter panels that are being piloted in Southwark. These give communities an opportunity to feedback on policing encounters, by watching Body Worn Video footage and offering views on what went well and what the Met can improve.</p> <p>Since September 2020 local voluntary organisations have been delivering cultural awareness training to new and existing police recruits in Southwark. These aim to build a collaborative approach and mutual awareness.</p> <p>Worked with local parents on issues that affect their children such as gangs and youth violence and county lines to inform how we tackle these issues together.</p> <p>The Southwark Young Advisors, a diverse group of 30 young people aged 16 to 21, are leading work to advise on the best methods of engaging young people.</p> <p>A review has taken place of how local Neighbourhood Police teams are using social media. A dedicated communications officer is now in post to support the wider neighbourhood team's messaging and to ensure consistency of approach.</p> <p>Reviewed communications channels with the Police to ensure that we are using existing communication opportunities so that we can raise awareness of police activities in the community.</p> <p>Agreed to run information sessions on key topics, the first of which has been delivered on gangs and county lines.</p> <p>A new partnership governance board for hate crime appointed bringing key partners</p>

Workstream	Key Priority	Key Achievements
		<p>across the community to inform and shape our local work going forward.</p> <p>A joint project with the Youth Offending Service focused on delivering restorative justice responses to hate incidents in schools is being developed, with the plan being to trial this approach in a primary and secondary school in due course before evaluating the impact and effectiveness with a view to the possibility of scaling up in the future.</p> <p>A new hate crime e-learning training package to raise understanding among staff and partners will be available to all staff and key stakeholders.</p>
<p>Renewing and Reinventing the Public Realm</p>	<p>We want to collaborate with Black, Asian, Minority Ethnic residents in Southwark to develop a diverse and inclusive public realm that establishes best practice standards shapes key policies and celebrates our communities.</p>	<p>Made improvements to planning policies to ensure more focus on equality, in line with our Southwark Stands Together principles.</p> <p>During 2021-22, an extensive public engagement process was undertaken to hear people's views on public art and on how decisions on public art in Southwark should be made so that our public spaces can better celebrate our diverse communities.</p> <p>These sessions were also attended by three student and graduate designers from the London College of Communication, whom the council commissioned to create a series of artworks inspired by the community conversations.</p> <p>These artworks were turned into posters for bus-stops, designed to encourage the general public to take part in a wide-ranging survey on public art in Southwark. The artworks were also featured on a digi-van, which toured the borough, and in a social media campaign.</p> <p>The Public Art Survey opened on the council's online consultation hub on 11th October 2021 and closed on 14th November 2021. The survey explained that the council</p>

Workstream	Key Priority	Key Achievements
		<p>wanted to hear people’s views on public art and on how decisions on public art in Southwark should be made so that our public spaces can better celebrate our diverse communities. 912 people responded to the survey.</p> <p>A paid Community Task & Finish Group was appointed, comprising 10 people from the borough’s community. This group included two artists, three young people, two cultural consultants, two local residents / community representatives and a public art commissioner. The group was mixed in terms of age, gender and ethnic background. The group worked closely with council officers in two workshop sessions to develop the Anti-racist and Inclusive Recommended Measures for Public Art Commissioning Processes outlined in the Public Art Policy.</p> <p>The engagement process outlined above and the findings have directly informed the new Public Art Policy, which was published in April 2022.</p> <p>Created London’s first diverse architects framework, where smaller black and minority ethnic led practises have the opportunity to tender for future projects.</p> <p>Undertaken an audit to identify streets that are named after people who have links with slave trading. We have also introduced new guidance to ensure future places celebrate more diverse local people.</p> <p>Named the newest library after a local hero – Una Marson. The library is due to open in early 2023.</p> <p>Made a commitment to deliver a series of workshops in partnership with private sector organisations for young people, where we hope to inspire them to work in professions that shape our built environment - such as architecture.</p>

Workstream	Key Priority	Key Achievements
		<p>Worked with private sector organisations to offer work placements as part of our developments in and around the Old Kent Rd.</p> <p>Launched a new and innovate podcast series called '<i>Breaking the Glass Ceiling</i>', led by local community figures in collaboration with the Council, The lessons learned from the Podcasts, where panel members from under represented communities talked about their lived experience, will shape our engagement process for Peckham Library Square project and other future projects.</p>
<p>Our Workforce</p>	<p>Working to improve the experience of our Black, Asian and Minority Ethnic staff. Through this workstream we have renewed our commitment to equality and anti-racism with refreshed and on-going internal communications and engagement activities.</p>	<p>Commissioned delivery of a People Manager Induction programme to provide development on issues like performance management, capability, grievance, investigations and managing sickness.</p> <p>Completed the first phase of engagement sessions on or performance development framework. These sessions provided feedback from leaders and employees on their experiences of the current process and design ideas for a new framework.</p> <p>Working with our Equality Diversity and Inclusion Training provider, we have scheduled modules of the Equality, Diversity & Inclusion Leadership Programme for delivery.</p> <p>A successful application and matching process has taken place for candidates for our new coaching and inclusive mentoring programme.</p> <p>The Professional Qualifications Scheme has been formally launched and communicated across the council. Staff have been invited to put forward applications and support has been provided to frontline staff without access to IT equipment, to ensure inclusion and equality.</p> <p>The OLMEC Black on Board programme</p>

Workstream	Key Priority	Key Achievements
		<p>offers Black, Asian and ethnic minority staff to develop and enhance their skills and experiences in order to enhance their career potential and progression.</p> <p>A new Equality Diversity and Inclusion training offer has been designed and courses are now being offered.</p> <p>A new and improved family-friendly policy has been launched to support the Council's ambition for being recognised as a family friendly employer. This policy was developed with the SST Champions and feedback from the wider workforce.</p> <p>Working on an internal Career Progression programme tailored towards the skills and behaviours of Southwark Managers. The programme aims to address the 'glass ceiling' of black and ethnic minority staff, who are under-represented at grade 14 and above Engagement sessions across the organisation will enable employees and leaders to feed into the programme design.</p> <p>Work continues on developing the organisation's recruitment practices which include the removal of the blanket use of psychometric testing to stop disadvantages to applicants, adjustments to the Job Description's Person Specification, creating diverse short lists for recruitment panels and implementing Stakeholder Panels for job roles at Grade 14 and above.</p> <p>Each Department of the council now has an SST Action Plan which is part of embedding the SST workstream principles and actions across the council.</p>

Policy framework implications

20. Previous reports on the SST programme presented to Cabinet in 8 September, October 2020 and July 2021 included the broader policy context in which the Council is delivering Southwark Stands Together. Further policy context is set out in the annual report (Appendix 1). At the most strategic level, SST is core to the delivery of the borough plan and the council's

values to make Southwark more equal and just and to stand against all forms of discrimination and racism. The activities set out in the annual report demonstrate delivery against the SST programme, which at its heart is about tackling racism, injustice and inequality.

Community, equalities (including socio-economic) and health impacts

Community impact statement

21. As previously reported to Cabinet, there are three main pieces of primary research that have been used to develop the Southwark Stands Together programme to date. These are the Southwark Stands Together survey, the listening exercises and the COVID-19-19 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.
22. Further research continues in these areas as planned next steps, with details set out in the annual report (Appendix 1).

Equalities (including socio-economic) impact statement

23. Both the Southwark Stands Together Programme and our wider Equality, Diversity and Inclusion work are a visible commitment to equality in Southwark and sets out how we will consider the impact our services, policies and decisions have on the protected characteristics (race, sex, disability, age, religion or belief, sexual orientation, pregnancy & maternity, gender reassignment and marriage & civil partnership as well as socioeconomic status) into our processes.
24. The Public Sector Equality Duty as a positive duty to promote equality forms a core element of the Council's Framework for Equality together with the Socio-Economic Duty, which asks us to address socio-economic disadvantage together with disadvantages and barriers experienced arising from different backgrounds and protected characteristics in all key strategic assessments and documents produced.
25. Both are key in enabling the Council to promote equality, address inequalities and address multiple disadvantages and barriers experienced by vulnerable people in the borough plan. The socio-economic duty complements the Public Sector Equality Duty; it is about communities of interest (those who share one or more of the protected characteristics under the Equality Act 2010) as well as communities of place and experiences and impacts of multiple disadvantages.

Health impact statement

26. 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.
27. All of the policy reports referred to in this and previous SST reports to cabinet 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. AS a result, health and tackling health inequalities is a specific workstream of the SST programme that aims to close the gap in health inequalities that affect our Black, Asian and Minority Ethnic communities.
28. The council's Health Inequalities Framework also complements this work and is integral to the Council's work in addressing a range of inequalities experienced by local communities. In particular, this work intersects with the Knowing our Communities theme, Responsive and Appropriate Services and Neighbourhoods, Place Shaping and Partnerships themes of the Southwark Equality Framework. Tackle health inequalities so everyone can live a healthy life

Climate change implications

29. The available evidence and research on the linkages between climate change and inequality demonstrates that inequality makes disadvantaged groups experience disproportionate impacts from climate change. Climate change also has dramatic effects on inequality, poverty and economic opportunity. Actions to address climate change will mitigate these unequal impacts while actions taken to address inequality such as those the council is taking through the SST programme and the wider Equality, Diversity and Inclusion work can lead to cope with climate impacts.

Resource implications

30. Southwark Stands Together is a programme of work, 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. This report sets out an update on progress on Southwark Stands Together. There are no financial implications arising directly from this report in of itself.
31. In February 2021, as part of the council's budget setting process, £300,000 one off commitment was agreed to invest in activity to promote the priority recommendations of SST. Drawing on this funding, a number of key activities and projects are being progressed as agreed by the relevant sponsoring Chief Officer and lead Director.
32. Further investment is planned as we progress SST programme delivery in the year ahead. This includes exploring and developing a council approach on support for volunteers, lived experience practitioners and peer researchers to support our work in tackling inequalities and development opportunities for people from a Black, Asian and minority ethnic background.

33. Other costs, beyond those set out above, of the programme to date have been contained within existing budgets. Any financial commitments arising from planned next steps will be considered through, and incorporated into, the council's budget setting process.

Consultation

34. In June 2020, 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 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.
35. The methodology for consultation and engagement work to deliver SST has been built around a five-step process. Step 1, finding out and exploring what needs to change, the listening events in summer 2020 were a fundamental part of the process to achieve this. 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 people's events and two outreach sessions.
36. In 2021, we progressed through the remaining steps of our approach to engagement. Step 2, was early development of the solutions. Step 3, solution exploration – is a deliberative stage based on facilitated discussion with stakeholders in the community and council to understand what good would look like and how best to achieve that. Step 4, continued collaboration to further inform action planning. Step 5, evaluation and review, evidencing early success and embedding a long term sustained approach to engagement. The annual reports are a key product in this process where further details on consultation and engagement are set out.
37. This five step approach is critical to building confidence among our Black, Asian and minority ethnic communities and ensuring that we give our community and colleagues the chance for healing and reconciliation more widely. The goal is to make sure that everyone who has taken part and got involved in SST so far can know what we are going to do and have done because of the listening events. This includes knowing how our decisions relate to what they have shared and told us; knowing what we are prioritising and why; and understanding the ongoing opportunities to shape what happens next.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

38. The Localism Act 2011 gives councils a general power of competence to have power to do anything that individuals generally may do which includes

establishing and continuing this programme. The ongoing development of the programme is an executive function and fits within a number of the roles and functions of the cabinet as set out in part 3B of the constitution.

39. In considering this report, section 149 Equality Act 2010 requires that the cabinet must have due regard to the need to eliminate discrimination and 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. The ongoing development of this programme in itself demonstrates the Council's commitment to meet this duty across the totality of its operations and functions in relation to race as a protected characteristic. The overall duty also needs to be considered as the programme develops, and its effect on the whole range of protected characteristics.
40. Reference is made in the report to extensive consultation that has taken place in the development of this programme. Cabinet is required to conscientiously take into account the results of this consultation as referred to in considering this report.

Strategic Director of Finance and Governance (EL22/033)

41. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report and any budgetary resources required beyond existing current budgets will be considered and incorporated into the council's annual budget setting process.
42. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

APPENDICES

No.	Title
Appendix 1	Southwark Stands Together Annual Report 2021-2022

AUDIT TRAIL

Cabinet Member	Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	
Lead Officer	Stephen Douglass, Director of Communities	
Report Author	Naseer Ahmad, Interim Programme Manager	
Version	Final	
Dated	08 July 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	08 July 2022	

Appendix 1

Southwark Stands Together Annual Report 2021-22

July 2022

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Introduction

The death of George Floyd and the Southwark listening events.

The appalling murder of George Floyd a 46 year old father in Minneapolis, United States on the 25th May 2020 captured the attention of the world and started a wave of antiracist protest across the world. The protests highlighted the treatment of black people by the police and racism, discrimination and inequality in societies worldwide.

Two months earlier in the UK, the government announced a national lockdown in response to the COVID-19 pandemic. People were being told to stop all unnecessary social interaction with their family and friends that did not live in the same household. Businesses, places of leisure and entertainment closed and for many months we were asked to leave home only to buy supplies or for essential caring responsibilities. We were only allowed out once a day for exercise. We were gripped by a worldwide pandemic because of a virus known as COVID-19. Tens of thousands of lives were lost to COVID. The lockdown took a significant toll on people's lives and many were unable to say goodbye to their loved ones and were not with them in their final moments.

The disproportionate number of people from Black, Asian and Minority Ethnic communities dying of COVID spoke loudly about the impact of the health inequalities they had experienced for years. Michael Marmot a Professor of Epidemiology and Public Health had been writing about such inequalities for 30 years in reports such as the Marmot Review into Health Inequalities in February 2010, which focused on the social causes of poor health. In 2020, the Marmot review looked back over the previous 10 years and described the groups suffering because of "clear systematic inequalities". In Southwark, like in many communities across the UK, we came together through the test of a national emergency but we also asked 'Why is this happening?'

Within weeks of the murder of George Floyd, Southwark council organised meetings with people to hear and listen about their reactions to George Floyd's death and about their own experiences. Under the banner of Southwark Stands Together - from June to August 2020 over 1,500 people participated including 4 open listening events, 2 outreach face-to-face engagement sessions and 1,268 residents responding to the online survey working with us to develop the solutions into areas of action. For the second time in months, our community like the rest of the world was challenged by the reality of inequality and its impact on our communities. The question now became 'What are we going to do?'

In this unique and painful moment in world history, we saw barriers broken down across communities, people reaching out and checking on each other and many repeated acts of kindness. Conversations about things that were not talked about such as racism, discrimination, and their impacts were now brought out into the open. We needed to hear, listen, and understand before we could respond. Our council staff, 25% of whom live in Southwark were also asked to speak about their

experiences. We knew that the journey would be challenging and that change was desperately needed but that we had to start it and quickly.

It began with a new programme of work called Southwark Stands Together (SST), which would have a clear focus on eliminating racism, discrimination and inequality as well as working to understand and address the disproportionate risk connected with COVID-19. It became about how we together with our communities heal and reconcile and how we set about becoming unashamedly anti-racist by making good on our pledges and asking others to join us to do the same. This was challenging and it meant reflection and thinking on where we had missed the mark and needed to bring in change.

The steps along this path involved looking again at our responsibilities under the law about how to engage with residents. It also meant realising that working to remove inequality was much wider and deeper than what we were 'required' to do under the Public Sector Equality Duty. It meant working to ensure that our processes matched what we were pledging to do and in line with our value to 'Always work to make Southwark more equal'. It was about putting the 'heart and soul' back into equalities.

There were many other moments of reflection such as the realisation that we needed to improve how we used language and communicated with our communities and with one another as an organisation – this meant we first needed to listen and understand better before we could strengthen the voices of our diverse communities. This involved considering deeply how we use language, and involved learning to communicate compassionately before we could say we are standing with our communities.

In considering our vow to 'Stand against all forms of discrimination and racism' it also meant that we had to acknowledge that in many ways as an organisation our data did not reflect the lived experience of those in the community who had faced racism, discrimination and injustice. To be able to bring change we needed information about the reality of living in the borough and its impacts across different communities before we could inform our decision making and how we plan and use resources.

This Report.

Over the last two year as an organisation, we have held a mirror up to ourselves because we were committed to standing with our communities; our reputation became less important and getting things right meant more. It has been challenging and at times it took a while before a breakthrough and change occurred. We began engaging with organisations and people who live in the borough that we had not engaged with before. Some of the relationships took months before there was any forward movement – trust and confidence takes time to build but hope and a new vision for change takes courage for all involved.

Two years on, this report sets out progress against the key themes identified; employment and business, education, health, culture, communities, relationships with the police, the public realm and our workforce. It sets out what action has been

taken from agreeing anti – racist pledges, which we have embedded into all our work, establishing a new Youth Independent advisory group to improve relationships with the police, to reviewing our grants and taking action to make our council workforce more representative.

We know that much of the work that has been done has been putting in place the foundations for the long term programme of change that must happen. There is still a huge amount to do. This report builds on the work carried in the first year of the SST programme. Combined with our newly agreed equality framework it reaffirms our commitment to putting equality, justice and standing against all forms of discrimination and racism at the centre of how the council will work to become an anti-racist organization, working with our communities to co-produce and implement solutions.

Employment and Business

“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.”

Through the Southwark Stands Together listening events people told us that employment and education were the two main areas in which people experienced discrimination. We want our residents from diverse backgrounds to be able to access quality employment opportunities and for local Black, Asian and Minority-Ethnic led small business to thrive through accessible and effective business support.

We have:

- Carried out a comprehensive equality analysis of Southwark Works. This showed that 81.3% of client registrations were from Black, Asian and minority ethnic backgrounds and 84.5% of job start outcomes were from Black, Asian and minority ethnic backgrounds. For the 9 ethnic backgrounds with most client registrations, the outcomes of job starts, jobs sustained and individuals accessing training were broadly in line with the average for all groups. The only ethnic group to consistently score slightly above average across all outcomes was the Latin American community.
- Commissioned a full service evaluation of Southwark Works. The experience of clients accessing the service, with a focus on ethnic background and quality of job outcomes is a key theme of the evaluation to test whether the findings from the equalities analysis reflect the experiences of clients accessing the service.
- Equalities monitoring information collected via the covid Additional Restrictions Grant (ARG) application forms has enabled data collection on the demographics of Minority Ethnic Businesses. We are now able to contact over 1,000 businesses which identify as Black, Asian or minority ethnic-led, which has significantly increased our ability to engage with these groups.
- The Business resilience support service is approaching its final months of delivery and will close at the end of June 2022. 312 businesses have been supported by the programme with 45% identifying as Black, Asian or minority ethnic-led. 72 businesses on the programme received a grant, which amounted to approximately £366,803 in total. Of the 72 businesses to receive grants, approximately 39% were Black, Asian or minority ethnic-led. All grant funding has now been allocated, however the business support service is still available until the end of June.

- The Southwark Pioneers Fund (SPF) Start-Up and Growth contracts are currently being commissioned with contracts due to be awarded at the end of June. The aim of the SPF is to support people who are under-represented in entrepreneurship to start and grow their enterprise, including minority ethnic businesses, female founders, disabled-led businesses and young people.
- A Gender and ethnicity pay gap-reporting toolkit is under development to encourage and support Southwark businesses with over 50 employees to voluntarily report ethnicity pay gap data.
- Analysis of the council's procurement spend is currently underway. This will provide a baseline for measuring what proportion is spent locally, and what proportion goes to Black, Asian and minority ethnic-led businesses.

What's Next on Employment and Business?

- Full service evaluation of Southwark Works to inform future commissioning. The experience of clients accessing the service, with a focus on ethnic background and quality of job outcomes will be a key theme of the evaluation. This will test whether the findings from the equalities analysis reflect the experiences of clients accessing the service.
- Award contracts for the Southwark Pioneers Fund. Service delivery anticipated to begin in the autumn of 2022/23.
- Continue with the development of the ethnicity pay gap toolkit and implement business engagement plan.

Education and schools

“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.”

Marginalisation in Education was a regular theme in the SST listening events. We want all school leaders to stand up to racism and inequality and all schools to become actively anti-racist.

In the last two years we have taken the first steps on this long journey to putting things right. The focus of this groundwork has been developing resources to support schools in becoming anti-racist and working with school leadership to develop racial literacy and awareness. It is vital that those in leadership positions in our schools, whether senior teachers or governors, are equipped to put themselves in others’ shoes and come to a deeper understanding of what children and young people face, in and out of school. Only then can progress be made in putting things right.

We have:

- Developed and share resources to support schools to develop their racial literacy.
- Supported our schools to share their diverse and inclusive curriculums on the Southwark Standard webpage that will launch in Black History Month this year.
- Worked with careers leads and young people in schools to identify the best resources on careers to include on the Southwark Standard webpage, focusing on those designed to inspire and support young people from diverse backgrounds to find meaningful employment.
- Started talking to Black, Asian and Minority Ethnic led organisations on designing and delivering a mentoring programme to staff in our schools.
- Worked with the Youth Parliament, Southwark Scholars and local young people to develop our understanding of the resources that young people from Black, Asian and Minority Ethnic backgrounds need to be able to build effective networks.
- Set up a relationship with Fig Tree International to support schools to apply for the RACE Charter Mark.

- Developed training and CPD for all school governors on developing racial literacy and on inclusion and inequality. SST is now a standard item for discussion on many governing body agendas, keeping school leaders focused on the programme and the work still to do and demonstrating the school leadership commitment to it.
- Taken the first steps in making Southwark Stands Together a key part of school improvement. The Racially Inclusive Curriculum Hub was launched at Camelot Primary in the spring term: a curriculum development programme combining leadership, conferences, senior leader workshops and practical sessions in schools.
- Mapped all ongoing work around inclusion so that we can take the next steps built on a better understanding of the experience of our young people with Black, Asian and minority ethnic heritage who are at risk of exclusion or have been excluded from mainstream settings.

What's Next on Education and Schools?

- We will launch the Southwark Standard webpage, a resource site for all our schools, in the autumn term.
- We will continue to work with external organisations to find and commission the right mentoring programme for our schools.
- We will set up and share a process for schools by which we will support them to apply for the RACE Charter Mark, including financially.
- We will create a “careers journeys” library on our webpage to share the stories of how some of Southwark’s diverse employees and residents came to be in the career that they are in.

Education Case Study

A School Governance focus

The Governor Services Team sit within the Learning and Achievement team in the Education Directorate and are dedicated to supporting the SST pledges. The head of Governor Services works closely with work stream coordinators in Education, Learning and Achievement to support school leaders to develop their anti-racist practice through tailored interventions and projects.

Areas of focus for governance over the past year have been communication of the wider SST objectives and the work being undertaken in education to support these, as well as CPD to support anti-racist work in governance, in particular, giving governors the tools to make sure that Headteachers and senior leaders have an anti-racist focus to their strategic goals

In order to support communication, SST is featured on the model agendas for full governing boards, with each meeting given a new focus and message. Governor Development Advisors, who support clerking in some of our schools, provide an update on the progress made within the education work stream and offer governors ways to stay updated in this area. SST has also been a regular feature over the year at termly Chairs of Governors Forums and the Southwark Governors Association, which provides clear direction to schools where we do not provide the clerking services.

A need for anti-racist training in the governance space was established and the Governor Services team commissioned the expertise of an educational consultant, from the consultancy [The Black Nursery Manager](#), to deliver a three-part training session to governors. Following the murder of George Floyd, the consultant had an increasing online presence around anti-racist practice in education and was working with more and more high profile organisations. She had also been undertaking some work with a special school in Southwark who were able to provide excellent feedback on the work she had done to support anti-racist practice and the intersectionality with SEND. Our consultant has posted about her governor training with Southwark and SST to her 25,000 Instagram followers. Feedback from both participants and the consultant has been excellent. As a result of the training, one school has enquired about working with our consultant directly on some bespoke anti-racist training.

Impact remains anecdotal at this stage with governors advising that they have the tools to better challenge leaders on anti-racist strategies. Governors have also felt more informed about SST, its pledges and more specifically, the initiatives happening in education.

Moving forward, SST will remain on agendas for full governing board meetings and will remain a regular feature of Chairs Forums. The consultant has been recommissioned to deliver another three-part training session in the new academic year and Governor Services will remain committed to supporting SST.

Health

“Working as a GP in a practice that tries to be inclusive; breaks my heart that patients feel suspicious of healthcare.”

People from all ethnic minority groups have told us that they are 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 report experiencing racial discrimination regularly in this setting. We also saw the shocking inequalities in the impact of the Covid-19 pandemic with a higher proportion of ethnic minority people telling us about a negative impact on their physical health, finances, employment and workload than White people. This was also true for people telling us about an overall negative impact on their mental health and family life.

We committed to harnessing the passion and commitment of our Black, Asian, and Ethnic Minority communities to address health inequalities; hearing their views on effective health and care and working with a fully engaged health sector to tackle this.

We have:

- Reviewed and developed the new Joint Health and Wellbeing Strategy. The strategy sets out how organisations across the borough will work together to improve population health and tackle health inequalities. The priorities in the strategy were developed based on what communities have told us, including through Southwark Stands Together listening exercises, South London Listens and the Social Life research.
- The strategy requires partners to take targeted approaches to reducing health inequalities with focused efforts towards areas and population groups where there are greatest needs. Through the strategy and partnership work, we will continue to develop a better understanding of how health inequalities affect our Black, Asian and minority ethnic communities to inform specific actions to improve health. We will take a place based approach so that we can drive investment into geographical areas with greater deprivation and poorer health, to make services more accessible and to better address the needs of Black, Asian and minority ethnic communities.
- We will be launching a grants programme to develop and embed systems change across the Council, NHS and voluntary and community sector. This will support the system to embed the five strategy principles into all of our work: tackling health inequalities, addressing climate change, targeted approaches, empowering communities and joined-up health and social care.

- The Public Health team have commissioned an external organisation (Comuzi) to undertake a review of potential systemic bias in our commissioning processes. The aim is to identify where systemic bias can occur and develop a toolkit / workshop which is aimed at making these processes fairer and just for Black, Asian and minority ethnic communities. The initial focus is on commissioned public health services.
- Comuzi are currently developing recommendations from the review. These recommendations will focus on actions for each stage of the commissioning cycle that can help commissioners and providers to reduce bias. Plans are in place to disseminate the learning from this process, through presenting the work to colleagues at the South East London Population Health Conference and a future lunchtime learning session open to health partners.
- Recommendations from the systemic bias review will address how commissioners and providers can improve feedback loops throughout the process of commissioning and delivering health services.
- We currently have 119 registered Community Health Ambassadors. They come from diverse communities, with over 75% from Black, Asian or minority ethnic backgrounds. Over 50% have a link to a faith organisation. The Ambassadors have been linked in with Healthwatch Southwark to enable them to take part in Healthwatch activities as well as other events taking place in the borough.
- One of the key roles that Ambassadors have played during the pandemic is to ensure that their communities have clear, up to date and accurate information about Covid-19 prevention and vaccination. They have also fed back important information to help NHS and Council services address barriers faced by community members
- Our Covid-19 outreach grants have been targeted at those communities who have been impacted most by Covid-19. 8 grants of £15,000 have been awarded to organisations working with black, Asian and minority ethnic communities, as well as younger and older age groups, refugees and asylum seekers, and people with learning disabilities.
- The work of the community health ambassadors has been focused on ensuring that communities have accurate information about Covid-19 prevention and vaccination. . As we recover from the pandemic, the ambassadors will play a greater role in broader health improvement, also sign post, and promote opportunities for cancer screening, health awareness and improving health literacy.
- Targeted work over 2021/22 has improved uptake of NHS Health Checks amongst Black, Asian and minority ethnic communities. The programme continues to ensure that over 50% of our health checks are taken up by Black, Asian and minority ethnic communities.

- The Southwark Culture, Health and Wellbeing Partnership works closely with Partnership Southwark to find innovative ways of encouraging Black, Asian and minority ethnic women in Southwark to be more aware of breast cancer, demystify and destigmatise the condition, be confident to talk about it, and to attend screenings in a timely manner. London College of Communication students who offered to support the project as part of their academic assessment, have produced four short, animated films inspired by testimonials from Black women who have been previously treated for breast cancer.

What's Next on Health?

- We will be launching a grants programme to develop and embed systems change across the Council, NHS and voluntary and community sector. This will support the system to embed the five strategy principles into all of our work: tackling health inequalities, addressing climate change, targeted approaches, empowering communities and joined-up health and social care.
- Community empowerment and coproduction is a principle that underpins the refreshed Joint Health and Wellbeing Strategy. In the first year of the strategy, work is taking place to further develop how we work with communities on tackling health inequalities, with a focus on Black, Asian and minority ethnic communities. The longer-term aim is to develop approaches to enable local communities to feed into and strengthen how health partners engage with communities, hold community conversations, and are held accountable for improving health and wellbeing. This work will seek to align coproduction work across the health system in Southwark, including use of a 'Lived Experience Assembly' (working title) which is being established through Partnership Southwark.

Health Case study

Health- Our Response to Covid-19

Southwark's Outbreak Prevention and Control Plan (OPCP) set out Southwark Council's ambition and approach to providing local leadership and support for the pandemic response. Led by Public Health, and working closely with many council, health service and voluntary sector partners, the OPCP outlined the borough's operational approaches to the challenge of coronavirus. This was organised under three main strands of interlinked work: prevent, identify and control. This spring a 5th version of the OPCP was published presenting Southwark's amended approach to the pandemic, in response to the national government's policy shift towards living safely with COVID-19. More information is available in the Outbreak Prevention and Control Plan (OPCP).

Prevent

Under the Prevent strand of the OPCP, our aim was to:

- Work with communities and settings to prevent transmission, focusing on those with greatest vulnerability.
- Engage and communicate with residents on the pandemic.
- Support workplaces, our high risk venues e.g. care homes, and public areas COVID-19 community health ambassadors.

In order to best support our residents through the additional challenges created by COVID-19 a collaborative, community-driven approach was needed - Southwark's Community Health Ambassadors Network was set up in October 2020. Over 100 individual volunteers from a diverse range of backgrounds and communities have since signed up, with the majority active in other voluntary sector and community organisations, and faith groups. The network is jointly coordinated by Healthwatch Southwark, Community Southwark and Southwark Council.

Ambassadors have received induction training and access to a wide range of additional resources with the aim of ensuring that everyone has the most up-to-date and accurate information as they work to inform, empower and support communities during the COVID-19 pandemic and in the recovery period.

Ambassadors are provided with accurate information about COVID-19, including the vaccination programme, and they help to connect community members with crucial support such as access to healthy and affordable food, health and wellbeing services, including mental health services, and financial support. There is no specific expectation of Ambassadors – they use their normal channels to communicate to community members and they commit as much time as they are comfortable with. Community Health Ambassadors also provide the Council with invaluable feedback

regarding the concerns and issues being experienced by their communities, which helps us to adjust our interventions to better support our communities. A training programme has been developed, to meet the interests and requirements expressed by Ambassadors.

An Ambassador said:

“If not for the Ambassadorship and public health cooperation, we would have a very different outcome with COVID-19 and separating the facts from fiction. Not many people would have been well informed about COVID-19; what it is, what happens during and after COVID-19. People are more believing now because we personalised COVID-19...gave it a face and made it real and people could deal with it with the help provided. It just proved no man can be an island unto himself.”

Looking forward, we are looking to widen the focus of the Community Health Ambassadors to address other community health priorities and concerns.

Ambassadors are invited to become involved in Healthwatch engagement activities in addition to activities organised by Southwark Council, NHS and other partners.

COVID-19 voluntary and community sector prevention grants:

Grants of £1,000-5,000 have been given to a range of voluntary and community sector (VCS) organisations to promote clear messaging of safe behaviours during COVID-19. Messaging varied across the course of the pandemic, from regular asymptomatic testing, to having a COVID-19 vaccination when invited. Funding was provided by Southwark Council with Healthwatch Southwark and Community Southwark jointly coordinating the programme. Together, the grants enabled the development of hyper-local, small-scale community action projects in direct response to local needs.

As a result of the funding, VCS organisations have been able to develop projects and activities that have increased confidence in communities in understanding how to stay safe. Projects have contributed to a reported increase in the intention to take-up COVID-19 vaccination take-up and developed ways for the organisations to continue supporting their communities during the pandemic and improve wellbeing and social outcomes.

Currently:

- There are 119 ambassadors.
- 20% of ambassadors consider themselves as living with a disability.
- 20 various ethnic backgrounds are represented across the ambassador network.
- Around 75% of ambassadors are from a Black Asian and Minority Ethnic background.
- The largest group (22.5%) of ambassadors are from Peckham & Nunhead.
- 82% are active in other voluntary sector and community organisations.

We also had some funding from the Department for Levelling Up Homes and Communities – some of which has been signposted to continue the programme and support the Ambassadors in their role through funding paid activities and training opportunities etc.

Culture

“There’s lots of diversity – need to learn about different cultures.”

We know that we need to do more to ensure that the art made here and the cultural experience that people can take part in truly reflect the lives of all people in Southwark. We want to create greater opportunities for our Southwark based Black, Asian and Minority Ethnic artists to receive support in the development of new product and the showcasing of their work amongst increasingly diverse and supportive organisations.

We have:

- Developed a bespoke Arts Boards Diversification Programme with Olmec, who created and deliver the Black on Board programme. 13 graduates of Olmec’s Black on Board programme and 11 of the borough’s arts, cultural and heritage organisations are participating in the Southwark Arts Boards Diversification programme. Through the SST funded programme, the Black on Board graduates have undertaken a series of bespoke masterclasses on governance issues, and the chairs or existing trustees of the participating arts organisations and the Black on Board graduates have jointly taken part in a series of action learning sessions exploring challenges around race equality in a governance context. The executive leaders of the arts organisations have also been meeting monthly in peer support sessions.
- The 11 arts organisations have created Special Independent Director (SID) places on their boards as part of their own journey towards more inclusive governance practice. These SID placements will last one year from Q1 2022/23; during these placements the SID fully participates in the organisation’s board but without legally being a trustee. In April 2023 the SIDs and the arts organisations will then mutually decide whether they wish to convert the SID placement into a full trusteeship.
- The I Create... grants programme was launched in January 2022 to encourage the professional commissioning of a greater diversity of artists in the borough, acknowledging the highly visible and symbolic role culture has to play in shaping a fairer society. 7 artists have been awarded SST research and development grants of £6,000pp along with mentoring from 7 of the borough’s flagship arts organisations: Tate, Dulwich Picture Gallery, Bold Tendencies, Philharmonia, Central School of Ballet, Theatre Peckham, and Film & Video Umbrella. The mentors will offer six to 12 months of bespoke support to the artists throughout the research and development process, as well as offering practical advice around career development and sustainability. Artists will also be offered two showcasing opportunities at the end of their period of research and development: one with their paired partner organisation and one as part of a group showcasing event with all

participating artists in late 2022 / early 2023, to which curators, artistic directors and commissioners from around the borough will be invited.

- The Culture Together Grants Fund is a brand new fund that has been launched for a pilot year in 2022/23, with £152,000 funding awarded through 10 grants to support organisations in the cultural sector to recover from Covid-19 in a more equitable and sustainable way. The particular priority in the first year of the fund was to support activity that achieves or celebrates better representation in terms of racial equality in one of the following areas - audiences, workforce, governance, or artistic content. At least 50% of all those who engage in the funded activities will be Southwark residents, and funded activities will help the organisations either celebrate or make change towards closer representation in line with the Southwark population demographic benchmarks. There will be an estimated 17,361 beneficiaries who will be positively impacted by the funded activities. 5 of the grants have been awarded to Black, Asian and Minority Ethnic-led projects / organisations (representing 53% of the total grants amount).
- Initial steering group sessions have taken place to explore the appetite and scope for consulting with the community on the concept of a Black Cultural Centre. The scope of the consultation has broadened, in response to steering group advice, to instead explore how LBS can best support and celebrate Black Culture in Southwark, and a community-led consultation model has been co-designed with the steering group, to be implemented during 2022/23.

What's Next on Culture?

Board Diversification Programme

- Training sessions and action learning sets under way.
- 'Matching' process for delegates and arts organisations.
- Special Independent Director placements to commence (3 months observation followed by 9 months full participation).

Artist Research & Development and Showcasing Programme

- Applications submitted and reviewed; shortlisted artists interviewed and funding recommendations made.
- Funding recommendations published.
- Mentoring agreements drawn up between artists and partner organisations.
- Funded Research & Development activity commences.

Culture Grants Review

- Recommendations for funding.
- Decision taken and recommendations published.

Black Cultural Centre Engagement

- Continued engagement on the best ways of celebrating black culture.

Culture Case Study

Borough Market

A person from a Black Asian and Minority Ethnic background appointed as a Full Trustee and Director.

Borough Market is a thriving arts and heritage organisation at the heart of the community. Committed to developing existing race equality practice through the Diversifying Arts Boards in Southwark programme [DABS], the organisation came onto the programme to increase the diversity of their Trustees and ensure a healthy workplace for all stakeholders.

The Chief Executive Officer of Borough market said:

"It was an absolute godsend when I heard about the programme because when I joined the (Borough) Market, we had a predominately white board and senior management team and changing that was high on my agenda. The perfect programme at the right time.

The Chair and I attended the introductory opening session which included anti-racist training. We both felt quite uncomfortable in the session because we were challenged about race and our assumptions. I have been in the Equality, Diversity & Inclusion space for over 20 years with a gender focus, for example chairing a Women's Business Network, and reached CEO level in my career. Attending that session was the moment I realised I knew next to nothing about this [issue of race] and needed to revisit every assumption I had up to now [on race].

It was the moment I knew I was on the right programme with training that was not afraid to challenge, but in a respectful, supportive and inclusive way.

When we got into the action learning training in groups with other arts organisations and Black on Board (BoB) delegates it was so exposing and vulnerable. Like in coaching, you have to open up, work through issues with a tight-knit group. There were many 'penny dropping' and enlightening moments.

Out of that process we met some wonderful people who will be connected for years. Adrian and I felt we changed as people and learnt as much about ourselves as we did from the BoBers [prospective trustees] in the group. We involved 2 other Trustees in the set so effectively the training reached half our board.

So taken were we with the appointed candidate at interview, we elected to offer her full board membership, exceeding both the Market's and her expectations. We hope [the DABS programme] is funded for future rounds, and we definitely want to be involved and want to support Olmec and Black on

Board. Olmec is a gem with a team made up of authentic, inspiring and challenging people who truly get it.”

Our new Trustee is a qualified finance professional at Peabody Housing, with over 15 years’ experience working in the highly regulated social housing and education sectors. She is also a local resident who grew up in the area, with a long-standing affinity with the Market and with a passion for diversity and food.

Our new Trustee said:

“I came to Black on Board wanting to push myself to become a board member in a role that I am passionate about. This programme has quite literally changed the trajectory of my life. I am now a full board member of Borough Market. I go into this opportunity prepared with the training and resources I need and connected to the Black on Board community.

I will never forget the moment that I heard the news that I was successful in getting on the board of Borough Market. A huge thanks to all that made my journey possible.”

Art Academy

Two people from Black, Asian and Minority Ethnic backgrounds appointed as Special Independent Directors

Art Academy joined the programme to gain expertise, help and support with the implementation of their Equalities, Diversity and Inclusion Action Plan and increase representation from Global Majority communities throughout the organisation.

The Principal of Art Academy, said that they are delighted to be working with 2 Special Independent Directors made possible by DABS (Diversifying Arts Board in Southwark) and are interested in working with Olmec in the future to recruit more talent to the organisation.

One of the new Directors said:

“I am so excited about my success and challenges since joining the programme. I am a trustee of Art Academy and London Bubble Theatre, which is a huge leap for me. I also was promoted at work, and used the action learning programme to help me work through those challenges. This is a fantastic programme. I have truly given myself permission to be powerful, encouraged, supported and mentored by the Olmec team.”

The other new Director said:

“I have a new confidence that I never had before the programme. I am so excited about the prospect of working as a Special Independent Director with Art Academy. I can look myself in the mirror and say that I am a Trustee, I have been promoted, I am more involved in diversity and inclusion in the

workplace, and I volunteered for Olmec on the 100 Great Black Women Speak project. All since joining the programme!"

Communities

“Groups are not being represented in council decision making; council is not listening to us; there is a breakdown in trust between council and communities. Council departments need to understand and find out about the needs of local communities.”

We want to achieve a better understanding of people’s needs which will help us to make better more informed decisions. This will lead to better services and reduced discrimination and a reduction of inequalities. These values will help to build trust and confidence in ourselves as officers, the council and our engagement processes. It means we will keep equality and inequality awareness as our focus and be clear and transparent with our communities about what we know about inequalities.

Understanding impacts and likely impact also means being clear and transparent about what we have already achieved and we can show how inequality needs to be tackled. We engage to sense check policy and establish what needs to change and find out where the inequalities exist. We will share information about the inequalities, people face and how they affect people and so we can work to implement change to reduce these inequalities.

We want to ensure the voices of our diverse communities are heard and that we have increasingly engaged and active Black, Asian and Minority Ethnic communities playing key roles in shaping their services, supporting their neighbours, creating together spaces that are vibrant warm and welcoming.

We have:

- Produced a toolkit on how to engage with Black, Asian and Minority Ethnic communities that is designed to inform practice right across the council and with our partners. The toolkit was co-produced through three workshops with 51 participants. The approach has been collaborative with community members facilitating and designing the community sessions, in a process designed to build trust as we work together. The guidance has been published as a resource for officers.
- The community we have been working with have provided 12 community asks that cut across all the work streams.

The 12 asks are:

1. Ring fenced funding for Black, Asian and Minority Ethnic led organisations.
2. Involvement of Black, Asian and Minority Ethnic groups in co-design and feedback.

3. Having Black, Asian and Minority Ethnic representation in the Council at senior levels.
 4. Council accountability to the community.
 5. Investment in community spaces designed with the community.
 6. Upskill and employ local people in community engagement.
 7. Reward local people for their engagement in consultations.
 8. Rethinking the language the council uses.
 9. Rethink the use of community engagement consultants:
 10. Updating policies to be more accessible in language and form.
 11. Roadshow and pop up events with council going out and engaging with people.
 12. Roadmap of services and spaces to provide feedback to councillors.
- The Resident Participation Team is developing two key work streams. The first is to capacity build existing Tenants and Residents Associations (TRAs) and are currently researching the extent to which TRA membership is reflective of the areas they have set up to represent. This has proved challenging due to reluctance to provide us with personal diversity information. However we are able to assemble this information for a sample of TRAs but it is time consuming. The Team throughout 2022/23 will also be targeting areas where there are no existing TRAs. The resident participation staff working with emerging groups are working with residents to ensure diverse representation at the outset and that the principles of SST are reflected in operating documents and practice.
 - The second work streams is to explore with residents' interest in co-designing new involvement mechanisms that may reflect their specific needs. For example for the 18-25 cohort, people from specific cultural groups and Travellers.

What's Next for improving our engagement?

- We will promote the guidance to colleagues across the council and work with 'champions' from all departments to help socialise the guidance. We will present to the SST leadership group, SMTs and Community Power working group for their input to understand how the guidance can add value to the way we think about engagement and how we work with our communities.

- We will share the guidance with the wider community and continue to add information, lessons learned and build on knowledge as part of a package of support the engagement team offers across the council.
- We will design the guidance with the help of colleagues so it is presented in a way that will enable practical use of the guide and maximizes its accessibility to staff.
- It will form part of a wider range of 'how to' guides that will support teams improve their ability and confidence in connecting with residents; including one on how to facilitate a session and one on how to co-design a project that.
- We will work together with Learning and Development Team to develop a training offer for staff to learn about the Approach to Community Engagement, principals and the guidance that will support them to engage better with our communities.
- We have identified that there is a lack of specificity with working with our communities in this guide. This reflects the nature of the conversations and the desire to go back to look at first principles. We will develop a set of information sheets about working with specific communities in partnership with those communities. We anticipate these will draw out more nuanced variations and some of the key and differing barriers for particular communities. This will enable us to develop further, more focused guides and continue to build our connections with individual communities.
- We will continue to work on how we can address the 12 community asks with our Black Asian and minority ethnic communities as part of the SST programme.
- We will develop a clear and transparent process for how we recognise reward and incentivise people being involved.

Resources and investment in our Black Asian and minority ethnic communities:

“There are cliques in Southwark – certain groups get more funding and opportunities” “Council is very good at advertising funding but not so good at deciding”

One of the most significant contributors to local resources are the grants we provide to community organisations. We wanted to eliminate inequality in grant giving and committed to review the council’s grants to make sure they develop the best value for communities and remove barriers to equal access to funding, particularly for Black, Asian and minority ethnic led groups.

We have:

- We have made significant progress on the work to review and amend the ways in which we deliver our grant making. Following the completion of two reviews examining which organisations benefit from our grants and the barriers Black Asian and minority ethnic led groups face and one looking at the effectiveness of our grant making in addressing inequality we have agreed to make the following changes.
- Allocate an additional £400k in grant funding, with £200k of this to be available specifically for groups that self-identify as Black Asian and minority ethnic led. This funding will support our community organisations to recover from pandemic impacts, to thrive and self-organise, to strengthen networks, partnerships, and equalities infrastructure and support more inclusive and responsive service delivery.
- To ensure consistency on approach across the council, we agreed a definition for Black Asian and Minority Ethnic led or led by another specific community for purposes of grant making. It says *'we will identify organisations as Black Asian and Minority Ethnic led if the organisation self identifies as Black Asian or Minority Ethnic led and 75% of the governing body, i.e. Board of Trustees, Directors, Management Committee, and 50% of the senior staff of the organisation, (key decision-makers) self-identify as being from that specific community or identity.'*
- To make sure we know where our investment is going, we will collect data about the protected characteristics not only of service users of organisations we are considering funding or commissioning, but also the composition of the board or management of an organisation. This will enable us to identify who is leading the groups we fund and as well as those who are not successful in their applications or tenders.
- To improve our reach we will build a database of Black, Asian and minority ethnic led organisations in the borough, so we are better able to include and act positively to encourage and support Black Asian and minority ethnic led groups to access funding opportunities.

What's Next for the Grants Review?

- Draft a prospectus for Council funding that will address the recommendations in the reports and transform our processes for delivering our grant programmes across the council.

Interaction with the Police

“Police need to have a collaborative approach working across the borough and estates, such as the Brandon estate.”

Relationships between the Police and our communities need to be strengthened. Every positive and constructive interaction that residents have with the police is vital in building trust and confidence. We need to work with the Police to build mutual understanding and to understand why people hold negative views of the police and to ensure that the voice of communities and young people is heard by the Police. We also know that people’s own experience and second-hand experience of actual encounters with the Police inform people’s views on and trust in the Police. We need to improve how these encounters take place.

Meaningful change is not easy to achieve, it takes time patience and compassion and means doing things differently. It must also acknowledge the trauma held by Black, Asian and Minority Ethnic communities and their experience of encounters like stop and search. We want a community that can celebrate good news stories where Black, Asian, Minority Ethnic residents are working closely with the police and developing increasing levels of trust and confidence through positive engagement models.

We have:

- Developed a Youth Independent Advisory Group of over 25 young people aged over 14. This work recognised the disproportionality of young people involved in the Criminal Justice System and the importance of embedding their voices across the delivery of policing and community safety and provides a voice for young people to work alongside police and other stakeholders to co-produce strong community solutions. Young people from the Independent Advisory Group are being asked to be involved in various projects across community safety linked to youth support after a critical incident, such as a knife crime incident and the need for more victim support youth advocates. Young people will also sit on staff interviews for posts affecting young people.
- Worked with Police on the creation of extra monitoring and scrutiny groups being created both in Southwark and across London to monitor stop and search arrangements. The newly created Youth Independence Advisory Group (YIAG) have held several events with Metropolitan Police Officers to discuss 'stop and search' and the effect it has on young people across Southwark and London. Following successful online events around interaction with policing the YIAG continue to work on a co-produced community friendly stop and search guide.

- Brought members of the community and with the MPS together to talk about the Police encounter panels that are being piloted in Southwark. These give communities an opportunity to feedback on policing encounters, by watching Body Worn Video (BWV) footage and offering views on what went well and what the Met can improve.
- Since September 2020 local voluntary organisations have been delivering cultural awareness training to new and existing recruits starting work in Southwark. These aim to build a collaborative approach and mutual awareness. The next stage will be to include officers that regularly visit Southwark to deliver specialist services.
- In April 2021 an event was held for parents to ask about issues that may affect their children such as gangs and youth violence and county lines to inform how we tackle these issues together.
- The Southwark Young Advisors, a diverse group of 30 young, trained professionals aged 16 to 21, are leading work to advise on the best methods of engaging young people.
- Organised two filmed and published 'State of policing in the borough' events a year about policing and community safety, where there are opportunities to ask questions of the Lead Member for Community Safety and Public Health and the Police Borough Commander. From 2022, we plan to hold borough-wide events themed around the state of policing, which will be shaped and directed through our residents including those who have been impacted.
- A review has taken place of how local Neighbourhood Police teams are using social media and the guidance circulated. A dedicated communications officer is now in post to support the wider neighbourhood team's messaging and to ensure consistency of approach.
- The police Senior Leadership team are using social media to post short film clips that may be of particular interest to local communities. This is ongoing and will be developed within the wider review of the police communications strategy in supporting their engagement strategy.
- Reviewed communications channels with the Police Borough Commander to ensure that we are using existing communication opportunities such as Southwark Life, newsletters, and emails to Southwark Council staff and National Health Service staff so that we can raise awareness of police activities in the community.
- During our conversations with the community, it was highlighted that residents would like to be more aware of crime issues impacted on their families and

the wider community. We agreed to run information sessions on key topics, the first of which has been delivered on gangs and county lines.

- From the discussions at these sessions along with the work on community engagement, we will test and develop new ways of improving communication with residents.
- A new partnership governance board for hate crime has been appointed bringing key partners across the community to inform and shape our local work going forward as part of the wider SST policing interaction work stream. Finally, a joint project with the Youth Offending Service focused on delivering restorative justice responses to hate incidents in schools is being developed, with the plan being to trial this approach in a primary and secondary school in due course before evaluating the impact and effectiveness with a view to the possibility of scaling up in the future.
- A new hate crime e learning training package to raise understanding among staff and partners is currently in development and will be available to all staff and key stakeholders shortly. Southwark continues to maintain their position as one of the top 5 boroughs for hate crime victim satisfaction rates.

What's Next on Interactions with the Police?

- The revised work plan is currently being reviewed for suggestions to ensure we are meeting the needs of the Black, Asian and Minority Ethnic individuals, members of the community and the Met that the form the governance board. As part of this plan, the approaches to stop and search will continue to be under review and incorporating the Youth Independent Advisory Group (YIAG) to gain better understanding of the impact on the Black, Asian and minority ethnic community.
- In order to deliver the work plan to build trust and confidence with the Police, an online question and answer event is in the planning stages with the Borough Commander. Topics will range from Stop & Search, Knife Crime, Violence against Women and Girls and the Built Environment, and will give members of the community, organisations and young people a chance to hear from the Borough Commander.
- The Met will be looking into ways to involve the Youth Independent Advisory Group in the aftermath of serious incidents and further training with Mentivity on mentoring for the Black, Asian and minority ethnic community.

Renewing and Reinventing the Public Realm

“As a Black, Asian and minority ethnic led architectural practice working in a highly competitive largely white male dominated industry, we have experienced racial inequalities first hand. It is our primary desire to engage the minority and marginalised within any community when appointed as designers on a civic project.”

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.

We want to collaborate with Black, Asian, Minority Ethnic residents in Southwark to develop a diverse and inclusive public realm that establishes best practice standards shapes key policies and celebrates our communities.

We have:

- Made improvements to our policies to ensure more focus on equality, in line with our Southwark Stands Together principles. We are adapting our planning policies to focus more on how all residents from the local community are engaged in future developments.
- During 2021-22, an extensive public engagement process was undertaken to hear people’s views on public art and on how decisions on public art in Southwark should be made so that our public spaces can better celebrate our diverse communities.
- The Council commissioned Improbable Theatre to facilitate two community conversation days in September 2021, one of which took place online and one of which took place at The Africa Centre. These community conversation days explored the question: How can we make sure that public art in Southwark reflects the borough’s diversity and makes everyone feel welcome? Around 40 people attended these in-depth sessions, contributing between 3 – 6 hours per person. Topics raised by people who attended the conversations included: What is “good” or “successful” public art? How can we highlight the youth of Southwark through public art? How can we make commissioning and procurement pro-active and transparent? Who holds the power in public art spaces and how does that impact who feels “welcome”?

- These sessions were also attended by three student and graduate designers from the London College of Communication, whom the council commissioned to create a series of artworks inspired by the community conversations.
- These artworks were turned into posters for bus-stops, designed to encourage the general public to take part in a wide-ranging survey on public art in Southwark. The artworks were also featured on a digi-van, which toured the borough, and in a social media campaign.
- The Public Art Survey opened on the council's online consultation hub on 11th October 2021 and closed on 14th November 2021. The survey explained that the council wanted to hear people's views on public art and on how decisions on public art in Southwark should be made so that our public spaces can better celebrate our diverse communities. 912 people responded to the survey.
- A paid Community Task & Finish Group was appointed, comprising 10 people from the borough's community. This group included two artists, three young people, two cultural consultants, two local residents / community representatives and a public art commissioner. The group was mixed in terms of age, gender and ethnic background. The group worked closely with council officers in two workshop sessions to develop the Anti-racist and Inclusive Recommended Measures for Public Art Commissioning Processes outlined in the Public Art Policy.
- The engagement process outlined above and the findings have directly informed the new Public Art Policy, which was published in April 2022. The Public Art Policy includes practical, best practice recommendations for each step of the public art commissioning process. The recommendations encourage public art commissioners to adopt processes that are inclusive, anti-racist and contribute to the council's commitment to tackling climate change.
- To bring more diverse voices into our design we have created London's first diverse architects framework, where smaller black and minority ethnic led practises have the opportunity to tender for future projects. This will enable future designs to be shaped by those with lived experience. This pioneering work on the ADS Architects Framework has already had independent recognition with wins at both the Social Value Awards and the Go Ahead Awards. The Framework has also been shortlisted for the Local Government Chronical Awards for Diversity and Inclusion, the results of which will be known later this month.

- To address inequalities we have undertaken an audit to identify streets that are named after people who have links with slave trading. We have also introduced new guidance to ensure future places celebrate more diverse local people. We have recently launched a new online naming bank, asking residents to submit ideas for future names for new public buildings and streets - to celebrate and recognise local diverse people and enrich the local environment.
- We are proud to have named the newest library after a local hero – Una Mason. The library is due to open in early 2023 on Thurlow Street.
- We have made a commitment to deliver a series of workshops in partnership with private sector organisations for young people, where we hope to inspire them to work in professions that shape our built environment - such as architecture.
- We are working with private sector organisations to offer work placements as part of our developments in and around the Old Kent Rd.
- We launched a new and innovate podcast series called '*Breaking the Glass Ceiling*', led by local community figures in collaboration with the Council, such as Joelle D'Fontaine, a local Peckham resident and creative director of AtYourBeat dance studio. The lessons learned from the Podcasts, where panel members from under represented communities talked about their lived experience, will continue to shape our engagement process for Peckham Library Square project and other future projects.

What's Next on the Public Realm?

- We will complete the consultation of the updated Statement of Community Involvement and the Development consultation Charter, with the aim of adopting the policies early in 2022.
- We will create a learning documentation from the podcasts set up in Peckham square and use these to shape the future of the square and also for use in future developments.
- We will publish a press release setting out our principles for naming new assets focusing on diversity and provide information on our new naming bank and how recommendations can be submitted.
- We have partnered with two leading architects to deliver several educational workshops in local schools in 2022 to inspire future generations from diverse backgrounds to seek careers in architecture, design and construction.

- With the Public Art Policy Review we will test and further review and refine the new policy in the year 2022-2023.

Our Workforce

“I cannot recall a period where there has been a consistent focus on issues concerning race and equalities. My hope is that out of the adversity of COVID-19 coupled with George Floyd, society becomes a better place and we all recognise the fact that we are the same, equal and striving for similar things.”

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. But our staff, some of whom 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.

Our workforce workstream is about working to improve the experience of our Black, Asian and Minority Ethnic staff. Through this workstream we have renewed 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.

We have also embarked on 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.

The overall Workforce Workstream Programme is enabling change to the organisation’s culture through adjusting practices, processes and policies that support a fairer, equitable and inclusive environment to work within flourish and grow.

We have:

- Commissioned a supplier with the relevant HR expertise to deliver a People Manager Induction programme and provide development on issues such as performance management, capability, grievance, investigations and managing sickness absence. This programme will reinforce the organisation’s expectations on effectively managing and developing employees and provide insight on the policies, processes and tools available to People Managers.
- Completed the first phase of engagement sessions on or performance development framework. These sessions provided feedback from leaders and employees on their experiences of the current process and design ideas for the new framework. This feedback has enabled the Design team to develop their thinking and a new Performance Development Framework concept has been designed and socialised within the organisation.

- Working with our Equality Diversity and Inclusion Training provider, we have scheduled modules of the Equality, Diversity & Inclusion Leadership Programme for delivery. A particular area of focus includes inclusive leadership conversations and communications which focus on understanding the importance of shaping messages with an inclusion lens and improving confidence levels in knowing how to do this effectively.
- A successful application and matching process has taken place for candidates for our new coaching, mentoring and inclusive mentoring programme. Mentors have now completed their training and preparing for their mentees. The mentee cohort have also completed the Effective Listening training.
- The Professional Qualifications Scheme has been formally launched and communicated across the council. Staff have been invited to put forward applications and support has been provided to frontline staff without access to IT equipment, to ensure inclusion and equality. Communication and engagement sessions have been carried out to encourage applications and we have received 50 Professional Qualifications Sponsorship applications. In addition, further engagement sessions have been carried out to support staff in thinking about their 'academic-readiness' as a preparatory step before embarking on their studies and professional development.
- The OLMEC Black on Board programme offers Black, Asian and ethnic minority staff to develop and enhance their skills and experiences in order to enhance their career potential and progression. The second cohort of the programme (10 places) have now been filled and have commenced the nine-month programme.
- A new Equality Diversity and Inclusion training offer has been designed and courses are now being offered, which include Imposter Syndrome, White Privilege and Anti-Racism. Uptake and feedback on the offer has been very positive to date. This development is intended to inform, engage, and understand these issues providing candidates with tools and techniques if they encounter negative behaviour in the work place.
- A new and improved family-friendly policy has been launched to support the Council's ambition for being recognised as a family friendly employer. We recognise that every family is unique and in order to provide more flexibility and support for our employees an improved financial offer is provided and policies that are easier to understand and embrace. This policy was developed in consultation with the SST Champions and feedback from the wider workforce.
- The Career Progression Group are working with our Organisational Development Consultant , Apprenticeships and Employment Pathways to

create an internal Career Progression programme that can be tailored towards the skills and behaviours Southwark encourages Managers to have. Looking at the Level 5 Operations/Departmental Apprenticeship. The programme aims to address the 'glass ceiling' of black and ethnic minority staff, who are under-represented at grade 14 and above and support the achievement of the Council's target to ensure that 38% of Grade 14 and above is representative of Southwark's Black, Asian and Minority Ethnic employees by 2030. Engagement sessions across the organisation will enable employees and leaders to feed into the design of this programme.

- Work continues on developing the organisation's recruitment practices which include the removal of the blanket use of psychometric testing to stop disadvantages to applicants, adjustments to the Job Description's Person Specification, creating diverse short lists for recruitment panels and implementing Stakeholder Panels for job roles at Grade 14 and above. The Recruitment Policy Draft is ready for consultation and Stakeholder EDI Training for Panel members will be developed.
- A review of the Workforce Workstream will be undertaken in order to fully understand the achievements and impact of the cultural change work that has taken place so far. As part of this review a 'Lessons Learned' engagement exercise will be undertaken in order to 'take stock' of the experiences and learning achieved through this work, which in turn will feed into the development of the next phase of this transformation programme. It is important that the programme reflects the current needs of employees and leaders, considering the insights gained from the organisation's 'Solution Conversations' in relation to tackling racism, equalities, diversity and inclusion.

What's Next on Our Workforce?

Engagement and Re-Education

- A new Ally Network has been set-up and along with the Leadership Network, will begin piloting Bystander Intervention training. Bystander Intervention is a practical anti-harassment and inclusion training that helps participants know how to intervene when witnessing harmful behaviour in the workplace.

Policy and Practices

- Engagement sessions with colleagues will be taking place to share the key headlines from the workforce EDI statement, with a focus around:
 - Protected characteristics as part of the Equality Act 2010

- Our 2 new organisational values
- Our EDI pledges

The engagement sessions will start from next month. Anyone can attend and there will be a Question & Answer section at the end.

SST Departmental Action Plans

- All council departments delivered their action plans by the deadline of 31 December. These have been reviewed by the Employee Experience Team and an overview report will be going to Chief Officer Team for oversight and approval. The SST Workforce Strategy Board will monitor delivery of the plans and provide direction and support to make sure they remain on track working with SST Champions. This covers the full range of activities where employees would like to see change ranging from recruitment practices, career progression and addressing EDI issues in their department.

Strategies

- The recruitment strategy is being developed to provide areas of focus to address current and future needs including workforce planning. The strategy will be socialised through a number of engagement sessions with stakeholders before approval by the council Chief Officer Team.

The Southwark Stands Together Pledges

Pledges made by the Council and its partners as part of the SST Programme are:

- 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.
- We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workforce at all levels.
- 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 services we deliver.
- We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.
- We pledge to ensure that people of all backgrounds can rise to the top of the organisation.

Below is a list of partner organisation who have signed up to these pledges and we continue to ask more to join us in pledging:

No.	Organisation.	No.	Organisation
1	Guy's and St Thomas' Charity	27	Carnaval del Pueblo Asociación
2	Creation Trust	28	Capoeira Peckham
3	Lendlease	29	Centre for the Advancement of Development and Human Rights
4	British Land	30	London Performance Studios
5	Alice Made This	31	Bold Tendencies
6	Kings College Hospital NHS Foundation Trust	32	Bold Theatre
7	Better Bankside	33	Into Art
8	LSBU	34	Maya Productions
9	PWC	35	LABtwnty4
10	Gowling WLG	36	Drawing People Together
11	GSST	37	The Purple Ladies
12	Sage Flowers	38	Hotel Elephant
13	Kalmars	39	Unicorn Theatre
14	Chameleon	40	Cervantes Theatre
15	London College of communications	41	Film and Video Umbrella
16	Deft.Space and Rivington Street Studios	42	Theatre Peckham

No.	Organisation.	No.	Organisation
17	Rambert	43	London Bubble Theatre Company
18	Blue Elephant Theatre	44	The Bower
19	The Listening Place	45	Soundcamp
20	Art in the Park	46	Peckham Platform
21	Pembroke College Settlement	47	Arte Latino Cultural Project
22	COLAB Theatre	48	British Youth Music Theatre
23	PACT Southwark	49	Bizzie Bodies
24	Young Giants Tutoring	50	Tuned In London
25	Our Little Earth	51	Raven & Rain Ministry
26	Sava Films LTD		

What's Next on the Pledges?

- Plans are in hand to organise a round-table event for the above listed organisations that have signed up for the pledges that are listed above. The event will be part of the Black History Month in October 2022. It aims to bring together all these organisations to talk about what they have done so far to fulfil those pledges and what difference that has made in terms of great racial equality for the people who use their services and also to their own employees. It will be an opportunity for them to share their experiences of what works and what does not and to learn from each other's experiences.
- The Council would like to see the pledges re-affirmed at this event to make racial equality a reality for all minority communities across the Borough.

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