

Southwark Stands Together: Renewing & Reinventing Public Realm Workstream

Workstream overview

- Anti-Racism Public Realm Audit: agree proposed framework and decision-making criteria to be used for the Anti-Racism Public Realm Audit. This is to be in line with the London Wide approach outlined by the Mayor's Commission for Diversity in the Public Realm.
- Community Engagement Plan: develop a plan to generate debate and discussion and engage the community, including hard to access groups and especially young people. Link the plan to an education programme to raise awareness of the issues of racism and imperialism surrounding the public realm and develop skills in interpretation of the built environment.
- Naming and Public Art: review the naming, public art and built environment policies to ensure that they reflect and contribute to the community and council's vision for a diverse and inclusive public realm. Identify future opportunities to ensure that our built environment celebrates the diversity of our communities.
- Peckham Library Square: use Peckham Library Square project as a pilot to establish best practice for incorporating representation, inclusion and diversity in future public realm and capital projects
- Future Projects: identify more public realm and art capital projects that could utilise the new best practice

Project metrics

Schedule	G
Scope	A
Budget	G
Impact	TBC

Overall status



Direction






Improving

Several projects, including the name bank and public art policy, have been completed. But utilisation and implantation is ongoing.



Issues / risks / amendments to scope

- Risk: Although the audit and name bank have completed and new public art / public realm policies completed we must ensure they are adopted and implemented
- Issue: The community engagement plan for diversifying the built environment industries has begun but it is still early days and yet to make a significant difference
- Risk: The council has undertaken extensive consultation on Peckham Square and Cabinet has agreed a way forward. However this work has not begun. There is a risk it will take longer and/or cost more than anticipated.

Renewing & Reinventing Public Realm Workstream: live projects

Description	Progress	Key Dates	Status
<p>Anti-Racism Public Realm Audit</p> <p>Agree proposed framework and decision-making criteria to be used for the Anti-Racism Public Realm Audit. This is to be in line with the London Wide approach outlined by the Mayor's Commission for Diversity in the Public Realm.</p>	<ul style="list-style-type: none"> Created a methodology for the audit, informed by the Mayor's Commission for Diversity in the Public Realm. It reviewed Southwark's public statues and street names to uncover any links with slavery. The process included obtaining a list of Southwark's public assets; working with research institutes; reviewing best practice; developing and testing the methodology and then auditing. Created a name-bank of potential names to use in future. Residents were invited to submit suggestions last year and there are now around 60 names banked. New developments utilising name-bank suggestions include the Una Marson library and the Alfred Fagan Apartments. 	<p>Complete</p>	
<p>Community Engagement Plan</p> <p>Develop a plan to generate debate and discussion and engage the community, including hard to access groups and especially young people. Link the plan to an education programme to raise awareness of the issues of racism and imperialism surrounding the public realm and develop skills in interpretation of the built environment.</p>	<ul style="list-style-type: none"> Delivery partners approached to deliver a series of educational workshops to help young people understand the job opportunities in the construction industry - helping to remove barriers to entry. Several partners have adapted their social value offering by providing new opportunities for local people based in and around Old Kent Road. Opportunities have included work placements in leading architecture practices 	<p>Ongoing</p>	
<p>Naming and Public Art Policies</p> <p>Review the naming, public art and built environment policies to ensure that they reflect and contribute to the community and council's vision for a diverse and inclusive public realm. Identify future opportunities to ensure that our built environment celebrates the diversity of our communities.</p>	<ul style="list-style-type: none"> An extensive consultation engaged more than 900 people. Led to the new Public Art Policy which was published in April. The policy has been designed to ensure all new public art is commissioned using inclusive and anti-racist processes. The resulting artworks must contribute to a more representative public realm and be welcoming for all communities. The policy is ready for use. It will shortly be used to inform designs for artwork at the recently restored Findlater's Corner building (in Borough) for example. New Southwark Plan updates have agreed by Cabinet that include the adoption of SST principles in the council's built environment policies. A new statement of community involvement has been developed and public consultation completed. 	<p>Complete</p>	

Renewing & Reinventing Public Realm Workstream: live projects




Description	Progress	Key Dates	Status
<p>Peckham Library Square</p> <p>Use Peckham Library Square project as a pilot scheme to establish best practice for incorporating representation, inclusion and diversity in future public realm and capital projects</p>	<ul style="list-style-type: none"> • Council commissioned Spheron, a BAME architectural practice, to undertake extensive public engagement on the future of the square. <ul style="list-style-type: none"> - This highlighted concern about crime and anti-social behaviour particularly from young women. - Respondents said plans for the square should retain what already works well and, where practical, focus on reusing materials in line with the council's policy for the circular economy. - The responses did not demonstrate strong support for a comprehensive intervention involving new buildings, the removal of the arch or re-landscaping. • Council has listened and concluded that a new approach is needed: one which focuses on crime/fear of crime and which is more incremental in nature while retaining the vision for safe, family-friendly space. Political Cabinet has been briefed on the new approach, comprising the following three elements: <ol style="list-style-type: none"> 1. Refurbish 91-93 Peckham High Street (which is owned by council). Use it as a new home for Peckham Platform - the BAME arts organisation which is an Arts Council England National Portfolio organisation. The council has entered into an Agreement for Lease with Peckham Platform which has secured their Arts Council capital funding. Peckham-based Architects, Knox Bhvan (a BAME led architectural practice) have been appointed to prepare a scheme for the premises and pre application process has started. . 2. Beta appointed to undertake a condition survey of the Arch to assess whether the structure is sound and identify any essential works needed to maintain public safety. The study will also investigate whether the original lighting scheme can be made to work again and whether the area beneath the structure can be levelled to help improve sightlines between the square and Rye Lane. 3. Graeme Massie appointed as landscape architect to develop a framework for the square itself. This could identify interventions that will add further green the area; provide play facilities & sustainable drainage; and identify options to increase activity in the space (helping to address concerns about safety). The study will also consider how concerns about pedestrian/cyclist interaction in the space can be improved. • There will continue to be public engagement around all three elements 	<p>April 23: Submit Planning application</p> <p>March 25: Completion</p> <p>Underway First report March</p> <p>Target March 24 to complete study and prepare stage 3 scheme</p>	
<p>Future Projects</p> <p>Identify more public realm and art capital projects that could utilise the new best practice</p>	<ul style="list-style-type: none"> • The new Public Art Policy is shaping negotiations with British Land over public art in Canada Water. • It is also informing Maya Capital's commissioning of a new public artwork for 160 Blackfriars / Pocock Street. The developer is about to make an open call for a diverse community steering group to inform the process. 		

Southwark Stands Together: Communities Workstream

Workstream overview

The key change for this workstream is: Heard, 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, and sharing equally in local resources.

Project metrics

Schedule	
Scope	
Budget	
Impact	TBC

Overall status






Delivery of live projects on track.




Issues / risks / amendments to scope

- **Issue** Workstream requires refresh. Incorporating the 12 asks from the community, and delivery of this being incorporated into the business as usual for the Consultation & Involvement Team with the means to do this reflecting the ongoing conversations with communities.
- These cover funding, involving, engaging with, rewarding, upskilling, transparency, accessibility and accountability and representation at a senior level within the council.

Communities workstream: live projects

Description	Progress	Key dates	Status
<p>Work with our partners and participants in the Southwark Stands together listening activity, to develop a tool kit to improve our reach with BAME communities</p>	<p>Project completed with the guide on the Source to support teams across the council.</p>		
<p>Review how we support and build local capacity and infrastructure through our empowering communities programme and resident involvement work; and in partnership with Community Southwark and Partnership Southwark to ensure that BAME voices are heard and their needs addressed; and that our communities develop.</p>	<p>Work on developing and delivering We Walworth as a test and learn approach to inform what we do began in 2021. This is being led by Rebecca Towers and lessons reflected back to the community power network of officers. Discussions in communities teams began in Summer 2022 to think about how we could change the way we work in neighbourhoods to deliver this outcome and the new council delivery plan actions on neighbourhoods. Developing the neighbourhoods model has begun with commission of Inner Circle Consultancy and this work will also address this outcome.</p>	<p>September 2023 cabinet report on neighbourhoods</p>	
<p>Work with the Organisation Transformation team to develop a series of learning and training sessions for all staff so people working for the council develop a better understanding of the communities that live in the borough and access the services we provide.</p>	<p>Consultation and Involvement Team will begin a new piece of work with its recently appointed member of staff on developing a series of engagement guides for different parts of Southwark community.</p> <p>We are working with libraries and OD to develop training on migrants for borough of sanctuary work.</p>	<p>Develop training programme by September 23</p>	

Communities workstream: live projects




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Southwark Stands Together: Policing Interaction

Workstream overview

- Progress against the recommendations in the Policing Interaction workstream has continued.
 - a. Reviewing current stop and search monitoring arrangements
 - b. Developing collaborative approaches and a mutual awareness of cultures between police and communities
 - c. Reviewing existing engagement models
 - d. Reviewing and Refreshing the Independent Advisory Group, (IAGs) to better reflect diversity in the borough
 - e. Form a Youth Independent Advisory Group to work with police
 - f. Have a regular dialogue with young people, police and councillors using a young persons format
 - g. Involve young people with lived experience in the IAGs
 - h. Co-produce young persons friendly guide relating to stop and search
 - i. Improve communication strategy linked to community safety and policing reporting good news stories
 - j. Better use of social media to engage the community, learning from young people.
 - k. Put in place state of policing in the borough events, twice yearly
 - l. Develop more informal interactions, personal side for police senior leadership team and neighbourhood cops.
 - m. Review communication channels with the Police Borough Commander
 - n. Police to develop a better understanding of the communities they serve
 - o. Multi-agency training
 - p. Reviewing best practice in recruitment and retention and building more confidence of young people to join
 - q. Better police officers' understanding of community organisations and their value to policing and building relationships behind the uniform.

Project metrics

Schedule	
Scope	
Budget	
Impact	TBC

Overall status



Direction






On track.

Workstream is on track and live projects are progressing. Work to strengthen a partnership approach will be the priority for 2022/23.




Issues / risks / amendments to scope

- **Issue - There has been significant change across the Police BCU. A majority the Senior Leadership Team have changed and we are awaiting for the New Dedicated Partnership Superintendent. Work continues on this workstream although the next few months will be transitional in reviewing future delivery given the change in personnel.**
- **Issue - The publication of the draft MPS Turnaround Plan 23-25 focusing on delivering More Trust, Less Crime and High Standards and the imminent release of the Casey Review WC 20 March will both mark a new direction of travel for the MPS. We will need to consider the impact of both in terms of future delivery locally.**

Policing Interaction: live projects

Description	Progress	Key dates	Status
<p>The Community Safety Partnership, (CSP) has prioritised Trust & Confidence as a cross cutting theme and will bring together all elements of this workstream in future, including hate crime to ensure all are aligned. A set of indicators will be developed to measure the impact of this work, including qualitative feedback from the community.</p>	<ul style="list-style-type: none"> • Sprint Task and Finish Group agreed to mobilise Trust & Confidence Theme – reporting back to CSP at next meeting. • CSP Data and Insight Board to develop metrics 	<p>June 2023 and then quarterly</p> <p>June 2023 and then quarterly</p>	
<p>Recruit and refresh of Youth Independent Advisory Group</p>	<ul style="list-style-type: none"> • Recruitment of new tranche of YAIG members commenced In January. • New compliment will be in place in new financial year 	<p>Jan 23</p> <p>April 23 onwards</p>	
<p>Youth Engagement</p>	<ul style="list-style-type: none"> • YAIG continue providing community representation on Independent Police Complaints Commission groups. Work has also included advice and guidance to the IPCO on raising awareness and improving understanding of their role. • Members have attended Hendon Police College, to participate in the training of police officers, areas such as stop and search, control and constraint/Tsar, Social Media and Public order. It is a two way dynamic, which is really powerful, and commands a new found level of respect between young people and officers • YAIG will be running workshops at the SST week WC 20/03 	<p>Ongoing</p>	

Policing Interaction: live projects

Description	Progress	Key dates	Status
Hate Crime Conference	<ul style="list-style-type: none">• Planning in late stages for Hate Crime Conference next month. Local police BCU and Council Community Safety Team have been working with the Community & Voluntary sector who are leading the conference. .	April 2023	
Police Encounter Panels	<ul style="list-style-type: none">• Police encounter panels are underway in the borough after the pilot stage. These include representation from the community, including young people, looking at stop and search. These newer mechanism, including existing local community monitoring groups will feed into the oversight which the CSP has to address confidence and trust.	Bi-monthly	
Communication	<ul style="list-style-type: none">• Work continues between the Young people and Police Borough Command Unit on the effective use of social media. Positive feedback has been received by young people and the community.• Communications will be reviewed as part of the changes to the new Police SLT and future joint working.	June 23	

Southwark Stands Together: Education Workstream



Workstream overview

Of the five recommendations made under Education, we are currently progressing three as priorities and are making good progress with all three:

1. Work in partnership with schools, head teachers and education leaders to develop and implement a Southwark standard for professional development and teacher induction; using the experience and knowledge of BAME professionals in Southwark this will further our aim to address racial discrimination, unconscious bias and reflect cultural understanding across the school environment.
2. Develop a suite of resources in partnership with schools and other institutions to support the teaching of Black History and integrate the learning about black history throughout the year. It is important that this history reflects black British history and experience as well as providing a focus on Africa, Asia and the Americas.
3. Improve the experience of young people with respect to meaningful work experience; develop networks within and beyond school that provide advice and guidance and exposure to opportunities that helps them develop their aspirations and confidence and understanding linked to the world of work.

Project metrics




Schedule	G
Scope	G
Budget	G
Impact	TBC

Overall status	Direction
	
Improving	
Good progress made against priority recommendations, more work to be done to progress the others.	

Issues / risks / amendments to scope

- **Risk** The “We are Southwark” curriculum suggested by members under the council plan risks diluting the curriculum work already delivered and embedded under Southwark Stands Together. **Mitigation:** to make it clear that Southwark Stands Together is a strong and meaningful part of “We are Southwark” and that its discrete work and aims will continue.
- **Issue:** It would be sensible to review the impact of our work and to refresh the aims of this workstream now that we have got so much of the work underway. **Solution:** we can use the Southwark Stands Together week as an opportunity to consult with our residents and schools on what the next areas of focus should be and to start to think about how we measure the impact of our activities.

Education workstream: live projects




Description	Progress	Key dates	Status
Southwark Stands Together week	<p>Education will be hosting a presentation, followed by Q and A panel session on Monday, 20th March. There will be a demonstration of the Southwark Standard webpage and schools have been encouraged to share examples of excellent practice around diversifying their curricula by using the hashtag #SSTWeek.</p> <p>We are also promoting the local economy and employability market place, and the policing role play activities through the fortnightly schools bulletin.</p>	20-24 March 2023	
Promotion of the Careers Journeys Library in line with SST Week	We will be tweeting tops tips from various careers journeys each day during SST Week.	20-24 March 2023	
Working with the Racially Literate Hub to develop core principles for diversifying your curriculum	The Professional Development and Curriculum workstreams are working with the Racially Literate School Hub to produce core principles for schools to consider when making their curriculum more diverse.	Summe r term, 2023	



Southwark Stands Together: Health Workstream

Workstream overview

- Progress against the recommendations in the Health workstream has continued.
- Two areas of focus in the Health workstream over the past year have been:
 - the systemic bias review, which should help us to shape commissioning practice across our local health and care system;
 - community engagement and empowerment. Southwark Council commissioned Social Finance and Centric to develop and test approaches to community engagement and coproduction with seldom-heard communities.
- Other key areas of focus have included:
 - Development of the Joint Health and Wellbeing Strategy, with a strong focus on reducing the inequalities that impact Black, Asian and minority ethnic communities;
 - The community ambassadors programme. Over 145 Community Health Ambassadors have been recruited from diverse communities, with 75% from Black, Asian or minority ethnic backgrounds, to help local communities with wider issues related to health.
 - Improving uptake on preventative programmes.
- A workforce task and finish group is being set up in the Public Health team to focus on workforce and recruitment practices to improve practice within outreach and recruitment, encouraging a diverse workforce with good progression opportunities.
- SST week (20-24th March) will be an opportunity for the Public Health division to share learning with health partners and community members on how SST goals can be implemented in local health services

Project metrics




Schedule	
Scope	
Budget	
Impact	TBC

Overall status	Direction
	 On track.
Workstream is on track and live projects are progressing. Work to strengthen a partnership approach will be the priority for 2022/23.	


Issues / risks / amendments to scope

- **Issue** Health recommendations are wide in scope; further work is required to measure impact. *Solution:* SST working group has been established to develop SMART goals related to each recommendation.
- **Issue** There is considerable work taking place across the partnership. Further work is required to ensure that opportunities to align and learn from each other are identified. *Solution:* SST recommendations and opportunities for join-up to be revisited through SST week.

Health workstream: live projects

Description	Progress	Key dates	Status
<p>Systemic bias review</p> <p>A review of potential systemic bias in the public health team's commissioning processes and development of a toolkit to tackle biases.</p>	<ul style="list-style-type: none"> The toolkit has been completed and is currently being embedded in commissioning practice within Children and Adults services. The toolkit will be trialled in a partnership context through Partnership Southwark's 'Live Well' workstream, through current work taking place on the hypertension pathway. A short evaluation on the toolkit and its use will be developed, to be completed by October 2023. 	<p>March 2023 – Implementation of toolkit</p> <p>October 2023 – Short evaluation of use of toolkit</p>	
<p>Community engagement and coproduction</p> <p>Social Finance and Centric were commissioned to develop and test approaches to community engagement and coproduction with seldom-heard communities. A focus of this work was on building trust with Black, Asian and minority ethnic communities.</p>	<ul style="list-style-type: none"> Centric and Social Finance have undertaken 30+ one-to-one interviews and undertaken a series of workshops, led by community researchers. This work has shaped a series of recommendations to help strengthen how we work with communities. These recommendations reiterate the importance of some work already taking place in Southwark and reflect where further efforts are required to ensure we reach communities. 	<p>February 2023 – project completed.</p> <p>Implementation will be on-going.</p>	
<p>Community health ambassadors</p> <p>Community health ambassadors are a group of volunteers from a diverse range of backgrounds. Ambassadors continue to help local communities with wider health issues, including sharing accurate information around mental health, vaccinations and food and financial support available.</p>	<ul style="list-style-type: none"> We have now recruited over 145 Community Health Ambassadors from diverse communities, with 75% from Black, Asian or minority ethnic backgrounds. Training has recently taken place for the ambassadors in support of cancer screening services and messages and in community research methods. The ambassadors programme has recently been embedded in the Holiday Food and Fun programme, enabling all holiday providers to be trained up as ambassadors. 	<p>March – August 2023 Evaluation of ambassadors programme.</p>	

Health workstream: live projects

Description	Progress	Key dates	Status
<p>Improving uptake in preventative programmes</p> <p>A series of targeted projects to improve uptake of preventative programmes for Black, Asian and minority ethnic communities.</p>	<ul style="list-style-type: none">• Targeted work has been undertaken to improve uptake of NHS health checks in Black, Asian and minority ethnic communities. Data from Q2 shows 996 NHS health checks completed for the South Federation, with 63% of those completed with patients from a Black, Asian and minority ethnic background. The North Federation has completed 1,270 NHS Health Checks with 50% of those completed with patients from a Black, Asian and minority background.• Health equity audits have started for key preventative programmes: cancer screening and pre-school immunisations.• Promotion of Healthy Start Scheme to increase the number of low-income pregnant women and families who benefit from the scheme -latest data indicates 62% take-up of the scheme.	<p>March 2023 – Cancer screening equity audit completed.</p>	

Southwark Stands Together: Culture Workstream

Workstream overview

Overall objective informed by 2020 SST listening exercises:

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.

Progress Summary

Priority recommendations:

- Create a programme that works with Southwark arts organisations to diversify their boards, thus ensuring that they represent the community. Action learning & governance masterclasses delivered; 14 Special Independent Directorships & 1 full trusteeship under way across 11 arts organisations
- Offer research and development support to Southwark-based Black, Asian and Minority Ethnic artists and work with local cultural organisations to showcase this work. 7 artists supported with *I Create* research & development grants and mentoring. Showcasing opportunity being planned for July 2023.

Additional activity:

- Review and refresh culture grant funding in line with SST. Review completed March 2022; first year of new Culture Together funding programme nearing completion in March 2023
- Black Culture Conversation – community-led consultation into how Southwark can best celebrate and support Black culture. Model developed with steering group; to launch September 2023

Project metrics

Schedule	A
Scope	G
Budget	G
Impact	TBC

Overall status



Direction






Improving

Priority Recommendation projects largely on track; first year of new funding delivered; some schedule slips due to officer capacity.


Issues / risks / amendments to scope

- **Issue** / *Create* showcase requires more officer capacity to plan and deliver successfully. **Resolution:** new Senior Projects Officer role created via restructure to commence in post shortly and project manage; showcase still achievable for July 2023 and initial outline confirmed with venue and artists.
- **Issue** Black Culture consultation has been delayed several times. **Resolution:** new Senior Projects Officer role created via restructure to commence in post shortly and project manage; consultation will now benefit from aligning with autumn 2023 Cultural Strategy development and Southwark 2030 findings.
- **Issue** Most Culture Together funded activity taking place in Q3 & Q4 2022/23 so we have little evaluation data as yet to assess impact. **Resolution:** monitoring and evaluation plan in place with funding recipients.

Culture workstream: live projects

Description	Progress	Key dates	Status
<p>Arts Board Diversification Programme</p> <p>Co-developed with and delivered by Olmec, a race equality specialist, known for its Black on Board skills development work</p>	<ul style="list-style-type: none"> The action learning sessions and governance masterclasses have completed. 13 delegates have taken up 14 year-long Special Independent Director (SID) placements with 10 arts organisations. 1 delegate has also been accelerated to a full trusteeship with Borough Market, meaning that, in total, the training programme has resulted in 14 SID placements & 1 trusteeship across 11 organisations. 	<p>March: SID placements conclude</p> <p>Race Equality Audits complete</p> <p>April: evaluation & conversion to trusteeships</p>	
<p>I Create – Artist R&D Grants</p> <p>Grants programme launched in January 2022; 7 artists awarded research and development grants of £6,000pp plus mentoring: Tate, Dulwich Picture Gallery, Bold Tendencies, Philharmonia, Central School of Ballet, Theatre Peckham, Film & Video Umbrella.</p>	<ul style="list-style-type: none"> Research & Development activity and the mentoring element of the programme has now begun for most artists and will complete in Spring / Summer 2023. Artists will be offered two showcasing opportunities at the end of their R&D: one with their mentor organisation and one as part of a group showcasing event in July 2023 at the Southwark Heritage Centre & Walworth Library, to which industry representatives will be invited. 	<p>Jan – June 2023: R&D activity continues</p> <p>July 2023: group showcase</p>	
<p>Culture Grants Review</p> <p>New Culture Together Grants programme launched in 2022/23; £144,000 - £152,000 awarded annually to activity that achieves or celebrates better representation in one of four focus areas: audiences, workforce, artists, governance.</p>	<ul style="list-style-type: none"> Project activity continues for the 10 funded organisations in Q4 2022/23. Evaluation to take place in April. Year 2 of the fund was launched in January 2023 to support activity in 2023/24. 27 eligible applications are currently being reviewed by a panel, with recommendations due to be presented to the cabinet member before the end of March. 	<p>March: 2023/24 applications reviewed and funding recommendations made</p> <p>April 2023: evaluation of 2022/23 activity</p>	

Culture workstream: live projects

Description	Progress	Key dates	Status
<p>Black Culture Conversation</p> <p>A model for a community-led consultation about how Southwark can best support and celebrate Black Culture has been co-designed with a steering group with 3 focus areas: premises and infrastructure, skills & networks, and advocacy & visibility campaigns.</p> <p>Individuals and organisations will be invited to apply via an open call process to take on one or more of the constituent tasks within the consultation, paid one of three daily rates based on the skills and experience level each specific task requires.</p>	<p>There have been delays in commencing the consultation in due to officer capacity, local elections and a departmental restructure.</p> <p>Discussions with culture and regeneration officers and the cabinet member have now concluded that the consultation should launch in September 2023, alongside the development of the new cultural strategy for the borough, and informed by the findings from Southwark 2030. The newly created Senior Projects Officer (Culture & Events) role will be able to lead on the project management.</p>	<p>April / May 2023: revised project plan to be confirmed; existing steering group members to be re-engaged</p> <p>Sept 2023: Community-led consultation to launch</p>	

Southwark Stands Together: Employment and Business




Workstream overview

Our residents from diverse backgrounds are able to access quality jobs and training opportunities. Locally led Black, Asian and Minority Ethnic-led Small Business are thriving through the provision of accessible and effective business support.

Residents from diverse backgrounds are supported to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance through Southwark Works and associated programmes (such as the Southwark Construction Skills Centre).

The provision of effective business support is accessible to Black, Asian and Minority Ethnic - led SMEs through the Southwark Pioneers Fund and associated programmes.

Project metrics

Schedule	
Scope	
Budget	
Impact	TBC

Overall status



Direction






On track

Delivery of live projects on track.



Issues / risks / amendments to scope

- None

Southwark Stands Together: Employment and Business

Description	Progress	Key dates	Status
<p>Support residents from diverse backgrounds to access quality employment opportunities including apprenticeships, internships and careers information, advice and guidance.</p>	<ul style="list-style-type: none"> Equalities analysis of Southwark Works completed. 81.3% 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. Full service evaluation of Southwark Works complete. Over 50s were highlighted as a key cohort requiring support in the future framework. 	<p>Recommissioning takes place: February – April 2023</p>	
<p>Implement a structured work experience programme for young residents.</p>	<ul style="list-style-type: none"> Structured paid work experience (internships) programme now up and running. Recruitment process underway and a four year plan has been agreed. 	<p>Cohort begins programme: March 2023</p>	
<p>Work with employers to support them to adopt more inclusive recruitment and employment practices, aligning to the Good Work Standard; and to support delivery of this recommendation, work through key partnerships including employers that are linked with Southwark Works, Jobcentre Plus and others.</p>	<ul style="list-style-type: none"> Gender and ethnicity paygap reporting toolkit in development to encourage and support Southwark businesses with over 50 employees to voluntarily report ethnicity pay gap data. 	<p>Toolkit to be published: April 2023</p>	

Southwark Stands Together: Employment and Business

Description	Progress	Key dates	Status
Explore how we can provide effective business support which is accessible to BAME-led SMEs, with a focus on; access to finance; developing networks and mentoring opportunities.	<ul style="list-style-type: none">The Southwark Pioneers Fund (SPF) launched. 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.	N/A	
Develop the council's procurement practices to be more inclusive.	<ul style="list-style-type: none">Analysis of the council's procurement spend complete. This will provide a baseline for measuring what proportion is spent locally, and what proportion goes to Black, Asian and minority ethnic-led businesses. The report will be taken to the Southwark Anchors Network in March to discuss findings and next steps.	Review report: March 2023	



Southwark Stands Together: Workforce Workstream

Workstream overview

- A refreshed Workforce Project Board has been established comprising corporate SST Workforce leads and representatives from the Champions and Allies Network and internal communications. The Board will meet monthly and make recommendations to the SST Board as appropriate.
- Two Senior Project Managers have been appointed, via internal secondment, to support the development of a centralised PMO function, which is expected to significantly enhance future delivery of the Workforce workstream. The two secondees will commence work within the next month.
- Four live projects are on track for delivery within agreed timescales, while one has slipped by a small number of weeks. A 23/24 corporate workforce plan is being developed and will be brought to the next meeting of the SST Board for sign-off. This will be informed by all of the engagement undertaken since SST began. Work is also underway to support departments to develop updated departmental/divisional plans.
- The council is participating in the pilot of the London Councils Tackling Racial Inequality Standard. The interim Programme Manager for the Workforce workstream has, with support from SST departmental leads, drafted the council's self-assessment against the Standard. The assessment is due to be peer reviewed by Newham, one of the other seven councils taking part in the pilot, with final self-assessment submissions due by mid-May.

Project metrics




Schedule	G
Scope	A
Budget	G
Impact	TBC

Overall status	Direction
	 Improving
Delivery of live projects on track.	


Issues / risks / amendments to scope

- **Issue** Workstream requires significant refresh. *Resolution:* New PMO and new workstream plan for 23/24.
- **Issue** HR capacity to support delivery. *Resolution:* Two new secondees appointed; rebuild of HR capacity underway.
- **Issue** Departmental action plans promote directorates' ownership of change, but also lead to inconsistencies and delivery in silos. *Resolution:* HR is supporting leads to develop refreshed plans and will be working with social care leads to determine and exploit the synergies between the Social Workforce Race Equality Standard and SST Workforce objectives.
- **Risk** Employees may doubt our commitment to delivering meaningful change. *Resolution:* carry out a series of engagement events at various council offices; develop workstream metrics and report regularly on progress.

Workforce workstream: live projects

Description	Progress	Key dates	Status
<p>Career Progression Programme</p> <p>Funded by the apprenticeship levy, this programme will enable ethnically diverse colleagues in roles graded G10 – G12 to achieve a professional management qualification accredited by the Chartered Management Institute.</p>	<ul style="list-style-type: none"> We have concluded the design of this programme and procured a training provider to support an initial cohort of 12 colleagues. Communication materials have been drafted. The application and selection process has been finalised and will be launched later on this month. The project is rated amber as progress has slipped by 4-6 weeks compared to the original timeline; however, no further slippage is expected. 	<p>Applications open: April 2023</p> <p>Cohort begins programme: May/June 2023</p>	
<p>Black on Board</p> <p>Developed and delivered by Olmec, a community-led race equality organisation, the Black on Board programme is designed to provide people from Black, Asian and minority ethnic backgrounds with the skills and confidence to take on board positions.</p>	<ul style="list-style-type: none"> We have agreed to commission two further cohorts of the Black on Board programme as part of a consortium with Islington, Richmond, Wandsworth and Westminster councils. Southwark has ten places across the two cohorts (five places per cohort). Applications for the next cohort closed on 26 February, following significant promotion including a video featuring previous Southwark participants. All applicants have been interviewed; at the time of submitting this report, selection decisions are to be confirmed. 	<p>Applications open: January 2023</p> <p>Cohort begins programme: March/April 2023</p>	
<p>Performance Development Framework</p> <p>A task and finish group made up of Southwark Stands Together champions and allies is developing proposals to improve the effectiveness of our performance development framework.</p>	<ul style="list-style-type: none"> The task and finish group has been working in sprints to develop new forms, processes and guidance. No policy changes are proposed. Following engagement with stakeholders, the new framework will be launched as part of SST week, which is w/c 20 March. The framework includes changes to My Learning Source, which will enable the recording and monitoring of participation in the performance development framework. 	<p>Launch of improvements: March 2023</p>	

Workforce workstream: live projects

Description	Progress	Key dates	Status
<p>Review of Recruitment Service and Policy</p> <p>Some colleagues have challenged whether our approach to recruitment is always open, fair and transparent. We have developed a comprehensive plan to improve our recruitment service, practice, policy and training.</p>	<ul style="list-style-type: none"> A review of our approach to recruitment, including the processes we use and the recruitment support provided by HR, concluded in December. A preferred option for transforming our recruitment service has been selected and will be presented to CMT on 4 April 2023. An interim HR policy specialist has been engaged to support the HR policy review programme. This includes a review of the recruitment policy, which has been identified as a priority given feedback received through the SST programme. 	<p>Implement new recruitment service: From March 2023</p> <p>New policy: May 2023</p>	
<p>Ethnicity Pay Gap Strategy</p> <p>As part of our new Council Delivery Plan, we have committed to develop a comprehensive ethnicity pay gap strategy, which will include:</p> <ul style="list-style-type: none"> detailed analysis of the reasons for our pay gap an action plan to address it 	<ul style="list-style-type: none"> We have procured an external partner to support the development of our ethnicity pay gap strategy. Representatives from Empower and SAGE supported the selection of the successful provider, which is In Diverse Company. To date, the provider has: (i) conducted a detailed analysis of our pay data for the last four years, and (ii) engaged over 1,000 staff through surveys and focus groups. Further engagement on the draft strategy and proposals is to follow. 	<p>Appoint an external partner: January 2023</p> <p>Complete strategy: April 2023</p>	