

## APPENDIX 2



### Engagement evaluation and outline of next steps

**Section 1:** Engagement details

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<b>Proposed policy/decision/business plan to which this relates</b>	Southwark Stands Together
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<b>Department</b>	Environment and Leisure	<b>Division</b>	Communities		
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

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

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

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

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

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

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

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

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

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

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

**Engagement Activity:**

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

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

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

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

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

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

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

Communities – one open session

Health - session bringing together an invited audience

Policing - session bringing together a mixed invited audience,

Community panel on renewing the public realm

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

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

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

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

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

## Section 4: Evaluation of engagement

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

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

### Activity/actions to meet this commitment

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

### How did we do?

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

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

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

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

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

### What else needs to be done

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

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

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

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

Activity/actions to meet this commitment	How did we do?
<p>Our work on the themed sessions has been a starting point in collaborative working, in particular where we were able to include in the discussions feedback from the open listening events, and other information. An example of this was the school leaders session on education and the third session with young people which build on the Q&amp;A panel discussion.</p>	<p>This phase of engagement was largely explorative, with people sharing their experiences and identifying areas for change and putting forward some suggestions.</p> <p>From these 19 sessions a road map for change has been developed which sets out the high level goals across the 6 themes as well as Renewing and Reinventing the Public Realm and Council staff engagement.</p> <p>Opportunities for collaborative working lie in the next phase of the work to develop the action plan and work programme to deliver this commitment to change.</p>

**What else needs to be done**

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

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

Activity/actions to meet this commitment	How did we do?
<p>Debrief of each session so we could amend the workshop plans to improve the experience for participants</p>	<p>Process of continual adaptation of the sessions as we learnt more about the technology and the way sessions worked digitally as opposed to face to face.</p> <p>Where there has been opportunities e.g. in education roundtables we have been able to feed information from earlier sessions into the discussions producing a more iterative and reflective process.</p>

**What else needs to be done**

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

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

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

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

**What else needs to be done**

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

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

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

**Being proportionate**

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

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

**What else needs to be done**

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

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

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

**What else needs to be done**

Data analysis especially of the qualitative data

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

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

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

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

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

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

**Being simple and accessible**

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

<b>Activity/actions to meet this commitment</b>	<b>How did we do?</b>
<p>Advertise through social media and Eventbrite</p> <p>Range of options face to face sessions</p> <ul style="list-style-type: none"> <li>• Online survey</li> <li>• Zoom meetings</li> <li>• Telephone contact</li> </ul>	<p>Challenge for people who are not able to access digital tools or whose access is limited. Empowering for some to be able to take part anonymously or be heard and not seen</p> <p>Level of intimacy encouraged active participation felt like having coffee and chat rather in a meeting with more than 50 people</p> <p>Hard for people with certain disabilities to take part, but easier for some.</p> <p>Plain language not an issue at this stage as we were not presenting materials.</p>

**What else needs to be done**

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

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

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

**Activity/actions to meet this commitment**

**How did we do?**

Not applicable

Not applicable

**What else needs to be done**

Production of feed back from the engagement needs to be layered

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

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

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

**Activity/actions to meet this commitment**

**How did we do?**

Not applicable

Not applicable

**What else needs to be done**

Production of feed back from the engagement needs to be layered

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

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

People we need to contact:  
From the survey

From the events  
From the Eventbrite attendee lists

## Section 5: Further actions and objectives

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

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

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

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

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

Objective

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

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

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

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

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

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