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| Item No. 9. | Classification: Open | Date: 20 October 2020 | Meeting Name: Cabinet |
| Report title: | | Southwark Stands Together Programme update | |
| Ward(s) or groups affected: | | All | |
| Cabinet Member: | | Councillor Kieron Williams, Leader of the Council | |

FOREWORD – COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL

As the new Leader of the Council I am determined to ensure that in Southwark we lead the way in tackling inequality, injustice and racism. I am therefore delighted that this report on our Southwark Stands Together programme is my first to Cabinet.

The last few month have made the inequalities in our society and country clearer to see than ever. It is not by chance that the heart-breaking toll of this pandemic has fallen most heavily on our Black, Asian and minority ethnic communities, on women, people with disabilities and people on low incomes. It is a direct result of the injustice in our country. The death of George Floyd in America, and the resulting wave of anger and action around the world through the Black Lives Matter movement, has also been a much needed wakeup call on the depth of structural racism in Britain today.

Southwark Stands Together has been our direct response. It is a long-term programme of positive action, education and initiatives for the council to work in solidarity with Southwark’s communities and the council’s staff to tackle racism, injustice and inequality. This report sets out how we will now place that work at the heart of everything we do as a council. Updating our council values to include new commitments to always work to make Southwark more equal and just and to stand against all forms of discrimination and racism. Incorporating the key actions identified through Southwark Stands Together into our Council Plan, and further strengthening our engagement with residents, businesses and the wider community to shape and deliver those actions.

Importantly we will also lead by example, with a new commitment to make the top our workforce representative of the ethnic diversity of the local population by 2030.

Together these actions will ensure that working with the people of our borough to build a Southwark that is more equal and just is central to everything we do as a council.

RECOMMENDATIONS

That Cabinet:

1. Agrees that the commitment to deliver Southwark Stands Together as a long term programme of positive action, education and initiatives to tackle racism, injustice and inequality be incorporated into the refreshed Council Plan; with priority measures and milestones developed and embedded into the council's performance management framework.
2. Agrees a new commitment to work to ensure the top of the council's workforce is representative of the ethnic diversity of the local working age population by 2030; and requests that work be undertaken, in consultation with staff, unions and the local community, to put in place the actions to achieve this ambition as well as short and long term success measures.
3. Agrees that the following principles should be incorporated into the council's values that inform all the work we do across the council, with their final wording to be set out in the refreshed Council Plan; that we will
 - a. Always work to make Southwark more equal and just
 - b. Stand against all forms of discrimination and racism.
4. Reaffirms the five Southwark Stands Together Pledges that the council is asking businesses, organisations, groups and residents to sign up to and agrees to publicise and communicate these further using a cross sector approach.
5. Notes that future stages of engagement will involve connecting better, building relationships and working collaboratively and inclusively with residents, businesses and the wider community across the borough
6. Notes that the resourcing implications from the programme will be assessed and continuously reviewed through the council's policy and resources strategy process
7. Agrees an annual report on programme progress will be presented to Cabinet in July 2021.

PURPOSE & SUMMARY

8. The purpose of this report is provide a short update on progress on Southwark Stands Together, specifically where we are on the engagement journey and planned next steps. It reaffirms, following agreement of a new Leader and Cabinet at the Council Annual General Meeting on 16

September 2020, the council's commitment to the programme so laying the foundations that mark the beginning of the Southwark Stands Together into delivery, council renewal and change.

9. The report proposes for wider engagement a specific commitment on representation at the top end of the council workforce and also asks that the fairer future values, as articulated in the Council Plan, be updated to reflect the world our communities live and experience. Explicitly this is about putting equality, justice and standing against all forms of discrimination and racism at the centre of how the council will work as an anti-racist organisation.
10. It builds on (and should be read in conjunction with) the report to Cabinet on 8 September and sets out priority recommendations for initial action that will be incorporated into the refreshed Council Plan and council service and performance plans as an immediate next step.
11. In agreeing this report, crucially, Cabinet is reaffirming its commitment to Southwark Stands Together with specific commitments and values incorporated into both what and how the council will do business and work with the wider community. Programme monitoring and review will be embedded into the council's performance framework. An annual report on Southwark Stands Together progress will be presented to Cabinet in July 2021.

BACKGROUND INFORMATION

Southwark Stands Together, our commitment to tackle racial inequalities

12. Southwark Council promotes the basic rights of all people to equality and justice. Southwark Stands Together is therefore our local call to unity, support and action. It is a long term programme of positive action for the council to work in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality.
13. The council's approach to date has comprised *identifying* issues of concern, *listening* to people from Black, Asian Ethnic Minority communities about their experiences and *learning* from our residents and staff and others about how the council can become an effective anti-racist organisation.
14. A report to Cabinet on 8 September set out what the community have told us so far 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 by work streams.

Southwark Stands Together Pledges

15. A number of pledges have been developed under the Southwark Stands Together programme. These are pledges that the council want businesses, organisations, groups and residents to sign up to and act on. The pledges are:
- *I/We pledge to promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.*
 - *I/We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels*
 - *I/We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, the organisations we partner with and within the service we deliver.*
 - *I/We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity*
 - *I/We pledge to ensuring that people of all backgrounds can rise to the top of the organisation.*
16. Over the coming weeks the council will further publicise and communicate these pledges with the aim of increasing the number of local business and organisations signing up to and acting on the pledges.

KEY ISSUES FOR CONSIDERATION

17. The report to Cabinet on 8 September set out what the community have told us so far of their experience of racism, racial inequalities and injustice. In providing initial findings from the Southwark Stands Together Listening exercise and survey it illuminated the many areas of racism, discrimination and inequality and brought home to us the adverse effects these areas, which affect our community and staff. This adversity remains rooted in many areas of people's lives such as socio-economic disadvantage, living conditions, acceptance and affirmation in wider society and both health, and mental health.
18. The pain and trauma of people's experiences echoed loudly in our connections with people during the listening exercise. This has provided a strong impetus and motivation for the Southwark Stands Together programme to look at things as they plainly are and move our staff and community to a new place of how things should be.

Approach to engagement – the story so far and planned next steps

The 5 Step engagement process

19. We will continue to partner with The Consultation Institute (tCI) in the development of our approach to engagement which is built around a five step process. The process enables multi layered, explorative and deliberative approaches with elements of co-production. The first and second steps focussed on both listening and a deliberative engagement.
20. The listening events that took place over the summer and from which Cabinet received headline findings in the report of the 8 September formed the first step, which involved ***finding out and exploring what needs to change***. Respondents and participants were invited to give their views and experiences as well the areas that they thought needed changing. In involving people in this way, they are able to suggest areas of change in relation to the status quo as well as offer solutions.
21. The second step continued the focus on the listening exercise in producing the ***early development of the solutions and road map***. This involved undertaking options development as a way to look at solving the key challenges. The outcome was the development of a series of recommendations across the eight works streams, again reported to Cabinet on 8 September.
22. We are currently in step 3, which is the ***solution exploration – this 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. This means working together to identify potential solutions to the problems and issues identified in the listening exercise and confirming the recommendations in step 2. It also means clarifying any areas that need a deeper dive into them before solutions can be identified.
23. In step 3, we will use ***appreciative inquiry methodology*** to explore what success would look like in order to develop measures and targets across the work streams and in the development of a shared vision. This would include key areas such as those set out in the following paragraphs.
24. The Public Sector Equality Duty (PSED). The PSED includes the responsibility to '*foster good relations*', not just to measure and avoid discrimination. This gives a statutory imperative for initiatives such as Southwark Stands Together and provides a mandate to open discussions (internally, first), with residents and with external stakeholders in the community and voluntary sector, business, faith communities. The final step here would be promoting the work and activities through communications and social media platforms.
25. Public Health linkages. Links with Public Health involves ensuring that the work streams have an awareness and understanding of both the interdependencies and intersections between services across the council. In identifying and mapping these linkages we are better positioned for integrated delivery and avoiding unintended or contradictory outcomes in

the community. As a direct result of the COVID-19 pandemic inequality has intensified and therefore measures to counter these impacts must be prioritised. There is a growing body of evidence such as the work of the Carnegie UK Trust programme on wellbeing that community engagement boosts confidence, counters disillusionment and improves wellbeing in the affected communities.

26. Industry Experts. In partnering with tCI we will have access to contacts across the equality sector, including examples from Northern Ireland, where the PSED has two decades of practice, and where implementation of '*good relations*' has brought positive outcomes.
27. The fourth step involves continued collaboration on how we make this happen to further inform action planning. It means working with a wide representative group of people, drawn from those likely to have been or could be affected by discrimination, plus other 'relevant parties' in order to appraise solutions.
28. The fifth and final step is evaluation and review of the Southwark Stands Together engagement approach in relation to the roadmap and action planning, evidencing early success and embedding a long term sustained approach to engagement.
29. In partnering with tCI we will also be developing a toolkit to improve our reach with BAME (Black, Asian and Minority Ethnic) communities. The data and information we have gained from the demographics and background of respondents in general consultations suggest that they are not representative of our BAME communities, young people, men, the digitally excluded, some of the groups from the protected characteristics. The toolkit will have a strong focus on hearing voices that have not been heard before such as our undocumented migrant population and people who feel disengaged, disaffected, lonely, isolated or excluded.
30. We will work with tCI to progress vital work and an engagement approach around the healing of our communities through '*truth recovery*' where people can share their story and receive support as a vehicle for reconciliation and the promotion of good relations. This will involve developing both a strong knowledge and awareness of the local politics of the borough as well as being able to manage and navigate through this within our approach to engagement

A representative workforce

31. Our staff are our greatest asset and this is especially so in taking forward the work of Southwark Stands Together internally and out into the community. A key focus of Southwark Stands Together, as reported to Cabinet on 8 September, is how we work with council staff and in particular renew our commitment to equality and anti-racism including through refreshed and on-going internal communications and engagement

activities.

32. Over the coming weeks we will appoint and be working with a Equality, Diversity and Inclusion (EDI) partner to support us in delivering 'deeper dive' focus groups and other engagement with staff directed by themes from the listening circles held earlier in the summer. Ensuring our staff continue to have their say and influence and direct future actions and approach to workforce strategy is an integral part of the wider Southwark Stands Together programme. The outcomes of the focus groups will directly inform workforce strategy, an update of which will be presented to Cabinet in December 2020.
33. A key point that has arose in discussion with staff and the wider community is representation of the community at the senior level in the organisation. A research and data group is already established and looking at benchmarking Southwark with datasets across the sector and with other organisations plus best practice and case studies. This work will continue to inform our approach. This includes consideration of appropriate measures and targets upon which to assess our progress. One such measure is benchmarking representation with the local working age population. Whilst overall the council's workforce is broadly representative of the local working age population this is not currently true at the top of the organisation. 22% of senior council officers at Grade 14 (Head of Service or equivalent) and above are black, Asian or from minority ethnic groups. According to data from 2017, 38% of London's working age population is from black, Asian or minority ethnic groups. Whilst this gap has closed over recent years the rate of progress remains slow.
34. Taking account of these issues, this report asks Cabinet to agree a new commitment to ensure the top of the council's workforce is representative of the ethnic diversity of the local working age population by 2030. Detailed work will be undertaken to achieve this ambition as well as short and long term success measures. Following agreement of this ambition by Cabinet, work will be undertaken with staff, unions and the wider community. Feedback from this work plus further benchmarking and research into definition and approach will form a key part of the council's review of the workforce strategy.

Updating our values

35. The report to Cabinet on 8 September set out some the headline findings from the listening exercise that took place over the summer and formed the first stage of our approach to engagement (as set out earlier in this report) on Southwark Stands Together. The listening events provided a rich bank of thought, ideas, frustrations, hopes and ambition as expressed by residents and staff across the borough. Further analysis of the findings from the listening events will be undertaken as we progress through the next stages of engagement of programme implementation.

36. Residents and staff have therefore started to tell us what needs to change, how things could change and what we need to collectively do to take positive action to tackle racism, injustice and make change a permanent reality. A step on that journey includes consideration of how we remould and add to the fairer future values, first developed in 2010 and updated again in 2014 and 2018, that govern how the council works with the community. The current values are:
- treating residents as if they were a valued member of our own family
 - being open, honest and accountable
 - spending money as if it were from our own pocket
 - working for everyone to realise their own potential
 - making Southwark a place to be proud of.
37. This report proposes, for consultation and engagement with staff and the wider community, a refresh of the fairer future values with the following additions that reflect our commit to tackle inequality and discrimination, that as a Council we will:
- Always work to make Southwark more equal and just
 - Stand against all forms of discrimination and racism.
38. If adopted, these values are proposed to be included in the refreshed Council Plan for adoption by Council Assembly in November 2020.

Update on work streams recommendations

39. The report to Cabinet on 8 September proposed an initial set of 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 by workstreams. The work streams are:
- Employment and business
 - Education
 - Health
 - Culture
 - Communities
 - Interaction with the Police
 - Renewing and Reinventing the Public Realm
 - Council staff engagement.
40. This report now provides a further update, proposing priority recommendations for early action. These are set out in Appendix 1 alongside lead cabinet member and officer responsibility. Following agreement of priority recommendations, specific measures and milestones will be incorporated into the refreshed Council Plan (itself currently subject to consultation) and council service and performance plans.

41. It is important to stress that in signaling priority recommendations for early action, further engagement and action planning is underway in line with all the recommendations set out in the report to Cabinet 8 September. Given the differing nature of each work stream and need to engage with a differing set of stakeholders, action planning will take place at differing pace and speed. The purpose of this report however is to identify those recommendations that will take early priority for incorporation (with specific measures and milestones) into the refreshed Council Plan.

Children and young people with care experience

42. The council has a clear commitment to supporting our children in care and care leavers. As referenced in the report to 8 September Southwark children in care and care leavers have told us how their personal circumstances can make them feel vulnerable, navigating life, and how deeply they reflect on identity and belonging – that racism, discrimination and injustice hurts deeply and needs to be tackled.
43. Through Southwark Stands Together the council is making a clear commitment to supporting our children in care and care leavers. This will include consideration of enhanced learning and development for foster carers on the needs of BAME children in care; a bespoke training programme for social care staff; placement sufficiency (strategy) review and action plan including key aspects of cultural competence and the experience of BAME children in care; review of assessment model(s), particularly parenting aspects, to ensure it fully considers structural issues, social injustice and is not inappropriately Eurocentric; learning about Black History to be developed and promoted for children in care.
44. As part of ongoing programme delivery and future engagement further work will be undertaken with children in care, care leavers and families on how, together, we can tackle the causes and conditions of racism, discrimination and injustice.

Dare to Design

45. The council is also exploring ways of using its design commissioning, procurement practices and its schools and development networks to improve the diversity of the architecture profession to better reflect the diversity of Southwark's population. Work continues to formalise approval for the council to become a Constituent Member of the London Housing Consortium (LHC) procurement consortium and participate as a member of the LHC Joint Committee and support the Open City Accelerate 'Dare to Design' programme.
46. The purpose of 'Dare to Design' is to work in partnership with Open City Accelerate and the LHC architects framework to seek to promote routes into the architecture profession for young people from under-represented

backgrounds in the borough, using different construction and design challenges including through the council's new housing programme.

Governance, monitoring and review

47. Following the annual general meeting of the Council, cabinet portfolios were updated. As a cross-council priority programme at the heart of how the council and borough renews, overall strategic responsibility for Southwark Stands Together rests with the Leader of the Council. Cabinet portfolios have been updated to take account of the emerging work stream recommendations (as reported to 8 September Cabinet). Cabinet portfolio holders will take responsibility for specific work streams (as set out in Appendix 1) and recommendations, measures and milestones associated with delivery of those work streams. Performance planning and monitoring will be incorporated into the council's overall performance framework, at the highest level through the Council Plan, tracked quarterly and reported at least annually.
48. At the officer level, overall strategic responsibility for Southwark Stands Together Programme sits with the Chief Executive, with the Chief Officer Team as the council's most senior level steering group for delivery of the programme. Given the importance of the programme for how the council renews, the overall programme lead reports into the Director of Response and Renewal. Director and senior officer leads are in place for the eight work streams leads (see Appendix 1) and they (and any associated working groups) will report to the Southwark Stands Together Programme Lead on the delivery of their actions and progress on future engagement activity. The working groups will also comprise representatives from across the other themed areas in order to develop and deliver on cross cutting work and embed the programme council wide.
49. The programme will also build levels of accountability and monitoring through external audit, peer reviews, local external evaluation of our engagement approach via our community and voluntary sector partners, staff groups and the advice and support of a range of industry experts. This includes lobbying to government around specific areas of concern and response where appropriate to any calls for evidence from central government.

Policy Implications

Breaking cycles

50. The September Cabinet report provided a summary of key policy context and legislation relating to health inequalities, racially motivated crimes, the Public Sector Equalities Duty, a study of race relations, and BAME people in the criminal justice system.

51. The reviews of such policy context cite that recommendations or legislation are often partially implemented or not at all. This sense of cycles being repeated in the lives of our residents is evident in some of the frustration they displayed in the listening exercises; one resident spoke of the “*need to get off the merry go round*”. The listening exercises, COVID-19 impact survey, ONS and PHE have all highlighted the fact that many of the conditions that have led to experiences of racism, discrimination and inequality have been prevalent for decades with many simply born into conditions of disadvantage.
52. Alongside the appreciative inquiry, we will be undertaking a policy review, which can help to identify cycles of disadvantage and where key points of intervention, equity and resources required. Our analysis on equality, health and approach to engagement will provide further rich sources of information on areas of disadvantage and inequality. The roadmap and solutions as well the reporting of the PSED will provide further illumination into this process and greater appraisal to our success measures.
53. The areas of review would include **health inequalities** and their links to socio-economic deprivation and housing conditions. The disproportionate impact of COVID-19 has further highlighted these and the evidence shows that inequality has worsened from the time of the Marmot review.
54. The zero tolerance for racism contained in the Stephen Lawrence Inquiry report recommendations were wide reaching for the police and in shaping key legislation that followed. As a result of these we will be looking at the investigation and prosecution of **racially motivated hate crimes** and additionally **online harm**. Wider recommendations around the **national curriculum** and the emphasis on **cultural diversity** were also highlighted as part of the review. The review of current **local stop and search** monitoring arrangements to improve confidence in and understanding of policing strategy is contained within the interaction with police work stream.
55. The Education work stream will be developing a strategy that aspires to eliminate **school exclusions** for all. Marmot and Lammy identified school exclusions as one of the key components along with poverty and lone parent families in the backgrounds of people who are over represented in the criminal justice system.
56. The proposed **equality audit of services**, including policies and procedures using the Southwark Framework for Equality to frame the process and the **toolkit to improve our reach with BAME communities** by the Communities work stream will provide further insight in terms of our policy implications.
57. The survey and listening exercises for Southwark Stand Together have also highlighted clear area of concern around strategic and operational service delivery of local authorities for BAME communities. This area

inequality and disadvantage was another area that was worsened during the pandemic. Further work insight and awareness is required to build on what we have already learned in order to address this.

Healing and Reconciliation

58. Alongside the work of breaking cycles, Southwark Stands Together will develop a strong focus on the healing and reconciliation of our communities. This is often the strand of the PSED that can be 'overlooked' by local authorities, as the implicit perception is that 'this is what we do'.
59. However, the data, public perception and anecdotal information means as a sector there are some local authorities that still have a way to go in promoting good relations. The challenge of the time and effort required in building relationships within a busy 'office' (virtual or physical) environment will never be solved by a lack of exposure to our residents, the communities they live and the inequalities and disadvantage they face.
60. This work will run parallel with the other eight work streams and intersect at key points such as the anti-racist audit work and building trust between the police and the community.
61. This work will involve healing through remembering and probing into some challenging experiences through:
 - Truth recovery (this could be hearings where people get to share their story and receive support- like a town hall meeting)
 - Oral History (a collection of 'human libraries' libraries and interviews with local people that stood up to the forces of racism and discrimination)
 - Story- Telling (a virtual or COVID-19 secure one to one meet up for an individual – this can be used as part of EDI training for the senior management team, to have personal exposure, be influenced by and provide comfort and support to residents)
 - Art and Cultural Expression
 - Exhibition – e.g. BAME history through the decades in Southwark (market traders who have stories of the generations passing their stories down and local businesses that have been in the area for decades).

Resource implications

62. Southwark Stands Together is a long term 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, including where we are on the engagement journey and planned next steps. There are no financial implications arising directly from this report in of itself.
63. Costs of the programme to date have been contained within existing budgets. As noted through the report and next steps, any financial commitments arising from initial action plans will be incorporated into the council's budget setting process.

Consultation

64. In June, cabinet set out Southwark Stands Together as a programme of work to respond to the inequalities exposed by COVID-19 and other recent events, and articulated by the Black Lives Matter protests making clear that there needed to be tangible outcomes to report 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.
65. As stated in paragraphs 18 to 29, the methodology for this work therefore is built around a five step process. The listening events form the first phase of our approach as part of a five step engagement process which involves finding out and exploring what needs to change; early development of the solutions and road map; confirmation of the road map/action plan; collaboration on how do we make this happen to further inform action planning; evaluation and review.
66. At least 1,500 different individuals took part in this first phase of the listening exercise. This was across a Southwark Stands Together survey involving 1268 participants, four open listening events, 11 roundtable events, three young peoples events and two outreach sessions. Further focus groups and engagement will take place with staff specifically as part of that work stream. Further engagement will take place with the wider community in line with the five step approach, to affirm and check back that the recommendations and emergent programme actions are right and / or need any further development, with broader evaluation to follow.
67. To build confidence among our BAME communities and more widely is about engaging with people about the outcomes of their involvement in the listening events. The goal will be to make sure that everyone who took part can know a number of things, these being: what we are going to do because of the listening events; how our decisions relate to what they have shared and told us; what are we prioritising and why; what are the ongoing opportunities to shape the next steps.

Community impact statement

68. As reported to Cabinet on the 8 September, the three main pieces of primary research that have been used to develop the Southwark Stands Together programme to date are the Southwark Stands Together survey and listening exercises and the COVID-19 Impact Survey. 70% of those from an ethnic minority in Southwark have experienced racial discrimination in the last 12 months and the impact of day to day experiences will have a mental and physical effect. The evidence shows that discrimination is linked with mental health and poorer health conditions; this combined with other forms of inequality are worsened by housing conditions and socio-economic deprivation.
69. All of the policy reports referred to in this and the report to 8 September 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. Further research is needed into these areas, which will form part of next step implementation and programme delivery.

Next Steps

70. The timeline below summarises some of the key next steps and how the Southwark Stands Together programme is incorporated into the council's policy and budget framework (i.e. Council Plan and budget process). Further detail will be set out as part of next step engagement and action planning, monitoring and review across each work stream.

| Action | Date |
|--|------------------|
| Focus groups with council staff to undertake a 'deeper dive' to hear their experiences as they relate to systematic racism across the employee lifecycle | October |
| Engagement plan and action planning developed across each work stream | October/November |
| Assessment of any future resourcing implications as part of the council's budget setting process (including any agreement as part of the policy and resources strategy reports to Cabinet) | October/November |
| Refreshed Council Plan for recommendation to Council Assembly | November |
| Refreshed workforce strategy presented for agreement to Cabinet | December |
| Policy and resources strategy report to Cabinet – draft budget 2021/22 | December |
| Annual programme report to Cabinet | July 2021 |

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

71. The Localism Act 2011 gives councils a general power of competence whereby they have power to do anything that individuals generally may do which includes establishing this programme.
72. When making its decision, section 149 Equality Act 2010 requires that the decision maker must have due regard to the need to eliminate discrimination other prohibited conduct and advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not. The establishment 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, will need to be considered as the programme develops, and its affect on the whole range of protected characteristics.

Strategic Director of Finance and Governance

73. The strategic director of finance and governance notes the commitment to deliver Southwark Stands Together as a long term programme to be incorporated into the refreshed Council Plan.
74. There are no immediate financial implications arising from this report. Any financial implications arising from the programme will be assessed and considered through the council's policy and resources strategy process. Staffing and any other costs connected with this report will be contained within existing departmental revenue budgets

BACKGROUND DOCUMENTS

| Background Papers | Held At | Contact |
|-------------------|---------|---------|
| None | | |

APPENDICES

| No. | Title |
|------------|---|
| Appendix 1 | Southwark Stands Together work stream priority recommendations for early action |

AUDIT TRAIL

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| Cabinet Member | Councillor Kieron Williams, Leader of the Council | |
| Lead Officer | Stephen Gaskell, Director of Response and Renewal | |
| Report Author | Jas Baddhan, Equality, Diversity and Inclusion Programme Lead Stephen Gaskell, Director of Response and Renewal | |
| Version | Final | |
| Dated | 9 October 2020 | |
| Key Decision? | No | |
| CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER | | |
| Officer Title | Comments Sought | Comments Included |
| Director of Law and Democracy | Yes | Yes |
| Strategic Director of Finance and Governance | Yes | Yes |
| Cabinet Member | Yes | Yes |
| Date final report sent to Constitutional Team | | 9 October 2020 |