

APPENDIX 1

Healing & Reconciliation, Southwark Stands Together – annual report

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Thank you to all the community and voluntary sector organisations that mobilised in the pandemic in amazing ways and for the support you gave and continue to give to the programme. You have provided expertise, insight, and lived experience to challenge and support the officers leading this work.

Thank you also to colleagues that have submitted key information and helped to shape the report.

Every journey begins with a first step and we hope that by reflecting on where we have got so far this annual report will give us the confidence to keep on walking to a better, fairer and more just future for all in our community.

A unique moment in our history

COVID-19 – locked down but a community mobilises

In March 2020, the UK government announced a lockdown. For the first time in our lives, we were being told to stop all unnecessary social interaction with our family and friends that did not live in the same household with us. Businesses, places of leisure and entertainment closed and for many months we were asked to leave home only to buy supplies or for essential caring responsibilities and we were only allowed out once a day for exercise – we were in a worldwide pandemic as a result of a virus known as COVID-19.

The pandemic resulted in 128,000 deaths in the UK and millions worldwide. Many were unable to say goodbye to their loved ones and were not with them in their final moments. The agility and fast movement of community foodbanks and other initiatives supported by the council were able to move quickly to identify members of the community that were the most vulnerable and needed to shield. People experiencing long term health conditions, multiple disadvantage and whose lives were the most impacted by inequality required the most support.

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

The death of George Floyd and the Southwark listening events

Within two months of us entering a lockdown, another event captured worldwide attention – the appalling death of George Floyd a 46 year old father in Minneapolis, United States on the 25th May. Rodney, George Floyd’s brother would later say “*but everyone is going to remember him around the world....he’s going to change the world*”. The following protests, which took place around the world, highlighted the treatment of black people by police and racism, discrimination and inequality in societies.

Within weeks, Southwark council organised meetings with young people to hear and listen about their reactions to George Floyd’s death and about their own experiences. Under the banner of Southwark Stands Together - from June to August 2020 over 1,500 people participated including four open listening events, two outreach face-to-face engagement sessions and 1,268 residents responding to the online survey working with us to develop the

solutions into areas of action. For the second time in months, our community like the rest of the world was challenged by the reality of inequality and its impact on our communities. The question now became *'What are we going to do?'*

In this unique and painful moment in world history, we saw barriers broken down across communities, people reaching out and checking on each other and many repeated acts of kindness. We saw a community organise twice but in different ways and conversations about things that were not talked about such as racism, discrimination, and their impacts, which were now brought out into the open. We needed to hear, listen, and understand before we could respond. Our council staff, 25% of whom live in Southwark were also asked to speak about their experiences. We knew that the journey would be challenging and that change was desperately needed but that we had to start it and quickly.

"People say about COVID-19 that no-one is safe unless everyone is safe.....it's the same with inequality... no-one is equal unless everyone is equal"

- *Eleanor Kelly, Chief Executive of Southwark Council.*

Healing and Reconciliation

The journey begins

'Always work to make Southwark more equal and just'

'Stand against all forms of discrimination and racism'

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

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

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

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

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

The impact of hate crime

“the trauma and cumulative impact cannot be underestimated; cumulative impact in the daily life of a young black man who lives multiple inequalities in housing conditions, employment, exclusion from school, mental health, impacts of racism and daily harassment by the police”

Hate crimes can have devastating consequences on individuals, families and communities. It can have mental, physical and health impacts and trauma that could last for decades. We have key responsibilities under the Equality Act 2010. As part of the Public Sector Equality Duty these responsibilities include encouraging good community relations where people feel welcome, included, valued safe and respected. It means that we must work to remove discrimination, harassment and victimisation in any form. We must also ensure that we promote and celebrating our diversity.

There has been an increase in hate crime offences over the last seven years. The 2019/20 figures show that there were 105,090 offences where one or more of the centrally monitored hate crime strands were considered a motivating factor. Racist hate crime also increased during 2020 with offences increasing following the Black Lives Matter protests and far-right groups counter-protests after the death of George Floyd. We know police recorded figures are not suitable for examining long-term trends on hate crime because these crimes are under reported.

In order to better understand the experience and impact of hate crime on both individuals and our communities and as part of the development of a local action plan we started an engagement approach which included asking for practical feedback and the opportunity to reflect on personal experience. This involved over 600 individuals and groups. Findings included:

- Hate crime is not prominent in the hierarchy of needs (e.g. personal safety)
- Hate crime is a substitute for wider injustice/inequality concerns
- There is a need to improve confidence in police response times and outcomes which is key to those impacted
- There is a need for accessible signposting and communications across both the statutory and voluntary sector
- Language remains a key barrier to reporting so our work going forward must be accessible to our diverse communities
- The importance of working with schools and providing training for everyone to better understand the different strands and barriers that individuals face

We continue to undertake significant partnership work, particularly with the police, including during National Hate-Crime Awareness Week in order to highlight the importance of reporting hate-crime. This involved providing promotional materials and resources to more than 50 community, voluntary, and faith groups. Other areas of delivery include:

- Ensuring that more than 1,400 young people across more than 30 primary and secondary schools have been engaged through positive workshops promoting diversity, tolerance, and equalities, and the dangers of prejudice.
- Providing interactive Hate Crime awareness-raising workshops across 10 local primary schools, reaching 813 primary-age young people in total.
- Negotiating membership to The Social Book Club (including access to an Anti-Hate + Acceptance video workshop) for all Southwark primary schools who want it this year (26 school are signed up so far).

There is still much to do particularly in relation to gaining more insight into individual's experiences of hate crime and how we can better support and challenge these crimes. This will be progressed carefully through learning to date and through the remodelling of how we engage with our communities. A new dedicated member of staff will be working across this area bringing this together through a trust and confidence building programme. A key element of this will be through the roll out of hate crime training delivered by the Centre of Hate Studies at the University of Leicester.

As part of our engagement work with our communities we want to work together to create appropriate, impactful and meaningful messages. We know hate crime is underreported and so raising awareness in our communities will be vital in the months ahead.

The impact of racial inequality

“Deep rooted inequalities start from Childbirth”

In the early months of the Southwark Stands Together programme, we were yet to start the information and data research across the eight themes. The work of the community support hubs during the pandemic highlighted major challenges particularly for our Black, Asian and minority ethnic communities around food insecurity, digital exclusion, mental health, loneliness and social isolation.

During this same time, the Southwark Stands Together listening events also revealed that over 70% of participants said that they had experienced racial discrimination in the last 12 months. The main areas that people said that they experienced discrimination was in employment and place of education. Nearly half of people that responded to our survey from an ethnic minority felt that racial discrimination is a bigger problem in society now than 10 years ago. Our workforce – 25% of whom live in Southwark, have also said the same about the impact of mental and physical harm caused by their experiences.

To help guide us we completed a Health Impact Assessment, which looked at national research. This meant that we were able to look at the possible health effects of racism, discrimination and inequality on our most vulnerable and disadvantaged groups in our communities.

This research showed that people from Black, Asian and minority ethnic communities experience a number of challenges such as socio-economic deprivation, poor housing conditions, poorer health outcomes and barriers to accessing services. It also showed that there was strong evidence that discrimination is associated with mental health issues such as depression, anxiety as well as poorer physical health outcomes.

- **Communities:** Evidence shows that people from Black, Asian and minority ethnic communities in the UK are more likely to suffer from social isolation, which is linked with poorer mental health.
- **Culture:** Arts and culture have a positive impact on health and wellbeing but national evidence suggests that those from a minority ethnic background are less likely to have access to arts growing up, and that these industries do not represent the diversity of the UK population.
- **Employment:** Black, Asian and minority ethnic communities are more likely to be in low-paid or insecure employment. Nationally, employees in low income households are

more likely to have lost work compared to high income households. There is a strong association between income and health; in the UK, the poorest 40% are twice as likely to report poor health than the richest 20%.

- **Education:** Marginalisation in education was a regular theme in the listening events and nationally those from a Black, Asian and minority ethnic background are more likely to be excluded than their white counterparts. Exclusion is a risk factor for a number of major health issues including poor mental health and youth violence.
- **Health:** COVID-19 has showed and worsened longstanding inequalities affecting Black, Asian and minority ethnic communities, which have grown as a result of economic, health and social disadvantage. Other reasons which have influenced health inequalities include lack of accessible and effective healthcare and health promotion programmes, as well as racism and stigma leading to stress and impacting health-seeking behaviours.
- **Criminal Justice System:** Nationally, Black people are stopped-and-searched at a rate four times higher than the population average and Black, Asian and minority ethnic individuals are over-represented in youth and adult criminal justice. There is evidence to suggest that police contact is connected with higher risk of trauma, anxiety and that criminal justice discrimination may add to the increased occurrence of Mental Health issues in Black, Asian and minority ethnic communities.

Southwark Stands Together is a programme of long term actions, education and initiatives transforming our firm commitments in tackling racism, discrimination and inequality into real outcomes to change people's lives. It is a programme about making the lives of people fairer and more just, improving the lives of those suffering the most disadvantage and empowering both our communities and our workforce to help lead that change.

The impact of multiple disadvantage

"If you've come from an adverse childhood and your experiences have been traumatic...what's happened along the way and what you've had to do to survive it... you can't show that to anyone. Your manhood and your upbringing says deal with it yourself...and out there in the world, who you actually are is never ok...you know everything could fall apart for you at any moment"

We know from the national research and data highlighted above that Black, Asian and minority ethnic communities are most likely to have mental health impacts as a result of social isolation, trauma and wider social and economic inequality. There are other key areas of concern for these communities such as the impact of hate crime and the disproportionate evidence of the use of stop and search.

There is a strong relationship between health, social and economic impacts of COVID-19 that's results in multiple disadvantages for some groups. There are immediate but also longer term health impacts that may not be felt equally by all our communities. For example, the evidence shows that people from Black, Asian and minority backgrounds, low income households, and those that have been shielding as well as people with a disability are more likely to experience multiple disadvantage.

The Southwark Stands Together programme is working to better understand and respond to the needs of people experiencing multiple disadvantage through adopting a wider lens on equalities, by looking at key areas such as race and health alongside multiple disadvantage.

Multiple disadvantage refers to people who are experiencing mental distress, criminal justice involvement, substance use (often to cope with negative experiences); interpersonal exploitation (people taking advantage of you or bullying you to gain money, sex, accommodation, a place to sell drugs etc.) and abuse/domestic abuse; child removal; homelessness.

Digging deeper, we see a clear relationship between social inequality and reactive services. Black women are two and half times more likely to have a child removed in Southwark. Black men and young men are overrepresented in the criminal justice system. Care leavers are overrepresented in criminal justice and homelessness.

These factors require a response and are expensive (e.g. prison sentence costs £50,000 each year; child removal costs £42,000 plus per child, and the cost of the 90 children in coming into Southwark's care between 2015-20, was over £8 million) and often traumatising and stigmatising.

In our new approach called 'It Takes a Village' we have begun developing a 'passport' approach to fast track individuals facing multiple disadvantage into health and social treatment, support and housing, and offer informal advice and case consultation to get the best, most creative responses for people facing the hardest problems. We have begun helping reflective supervision, case consultation, advice and training across teams in housing, hostels and social care to help prevent people being excluded from services and to support services to act in more trauma informed, culturally competent ways.

In addition the local Women's Network has developed, a collaborative across Council, voluntary, community sector, grassroots and individuals, bringing together women across all sectors and organisations, to learn from each other, befriend, share cultures and experiences, and influence policy and strategy.

The impact of health inequality

"Impact of COVID and intersectionality; women impacted hugely by COVID 19; Black, Asian, and minority ethnic women even more impacted; Muslim women impacted, need intersectional solutions, so many challenges presented by COVID"

During this extraordinary time of a worldwide pandemic significant health inequalities have been uncovered, which includes barriers to accessing effective services and healthcare. This is made worse by the experience of racism and discrimination in areas of the health sector, which can lead to greater harm and negative health impacts. We know that there are specific higher risks to Black, Asian and minority ethnic communities from COVID-19, but there are also differences within communities and between these communities.

As well as specific groups in our communities being at risk there are also other factors such as pre-existing health conditions, the area where a person lives and their housing conditions. We need to work out where these inequalities overlap and connect so that we can better understand need, work to meet the need and monitor outcomes. The health inequalities and multiple disadvantage outlined above, coupled with wider social and economic challenges such as persistent inequalities and negative and damaging childhood experiences, loneliness, social isolation and food security will lead to significant and poorer health outcomes.

Evidence showed that Black, Asian and minority ethnic communities were at higher risk of infection, severe illness, hospitalisation and death from COVID-19. In the first wave of the pandemic, the data shows that working age men were twice as likely to die, people working in occupations that were front facing and people with physical and learning disabilities were also over represented. One in five people had diabetes reflected on their death certificates with this rate being higher in Black, Asian and minority ethnic communities living in deprived areas.

'Long COVID' or the number of people with ongoing symptoms that can last weeks or months after the infection has gone is also influenced by social and economic factors. There are people with pre-existing and long term health conditions that have had delayed treatment which may have led to their condition worsening as well as severe disruption in routine tests that could identify such illnesses and diseases such as cancer screening.

In December 2020 local research in Southwark highlighted that the reasons for vaccine hesitancy are complex ranging from distrust in the Government, the healthcare system and COVID-19 messaging as well as long-standing medical uncertainty and doubts about side effects. In a survey in spring this year between 36% of respondents from a Black ethnicity said that they would not take the vaccine because of such concerns. We also know that three times as many people from Black Asian and minority ethnic backgrounds described experiencing healthcare discrimination, resulting in 55% saying they did not receive the support they needed, and 53% reporting loss of trust.

A new grassroots growing community initiative the Health Ambassadors- is a partnership between Community Southwark and Healthwatch Southwark. Over two thirds of these community leaders are from Black, Asian and minority ethnic backgrounds. The passion and commitment of the Health Ambassadors has led to their growth as influencers that are building community spirit while promoting health awareness.

To find out more we have also been having deeper conversations with our communities for the past year about health and wellbeing. This has given us a better understanding about the risks of COVID-19 to particular communities. Seven community and voluntary sector organisations have been awarded Community Health Grants and this work will support the areas such as service users from an African Heritage, French-speaking Black African and Caribbean residents and women from Black, Asian and minority ethnic backgrounds. It will also support service users who are young people, adults and young people with special needs and visual impairment, people for whom English is not their first language and older and digitally excluded residents.

The next steps in developing a Health Inequalities Framework, which like the work around racial inequality and multiple disadvantage, will take a wider look at social and economic conditions that determine health inequality. This work will also identify groups and communities we are not engaging with have, we have not heard from or where there are gaps in our knowledge and understanding. We will reflect and consider deeply the areas across a whole lifespan and consider where we need to target services, in areas and communities of greatest needs as well as identifying and challenging discriminatory practices across the whole health sector.

The impact of socio-economic disadvantage

“Our understanding of people from Black, Asian and minority ethnic backgrounds becomes about socio-economic disadvantage, racism and sexism. Where these injustices overlap

they create vulnerabilities in people who in reality should not be at a disadvantage. Women who experience one out of the three intersections of gender, race and socio economic disadvantage are successful at accessing opportunity...the rest work harder for recognition, work harder against stereotyping and work harder to access opportunity. Only conscious and deliberate actions can unravel past and present failings to prevent a terrible heritage for their children and our future community”

We know that Black, Asian and minority ethnic communities are more likely to be in low-paid or insecure employment and that this will also have a strong connection to poorer health. The wider challenges of marginalisation in society and communities as well as in education add to the cycles of disadvantage that are simply, repeated through the years.

Since the introduction of Universal Credit 2013 - the largest change ever in the benefits system there has been concerns raised by the community about how it can drive some people further into disadvantage. We will now focus on two groups of people – those that had concerns about the negative impact of Universal Credit for people living on low incomes before the pandemic and those claiming universal credit because of being furloughed during the pandemic.

Between March 2020 and January 2021, the number of people claiming Universal Credit in the UK rose by 98%. The number of people claiming Universal Credit in London rose by 134% and in Southwark by 103%. The data shows that people claiming Universal Credit during the pandemic were younger, less likely to have children and to be in work. Seventy thousand Southwark community members that have been furloughed at some point since April 2020 with about forty four thousand people in Southwark who are currently claiming Universal Credit. London also experienced the greatest number of redundancies with fewer jobs being advertised.

We know that Black, Asian and minority ethnic communities, young people and people in low income households experienced job, financial and household insecurity which led to increasing financial stress and negative impacts on mental health. In June-July 2020 a local survey highlighted 44% of Black respondents, compared to 17% of White were struggling to pay for essential items.

However while these two groups of people were negatively impacted and experienced significant decreases in income with rising debt some members of the community experienced no change to their income and were able to save money. This meant that alongside the disproportionate health risks, there were also significant disproportionate impacts in personal finances and financial wellbeing.

The work of the ‘Mummies Republic’, which is part of South London Bermondsey mission is featured in *‘The Church, who needs it? We do!’* that was published this year. The mission reaches hundreds of women a year dependent on Universal Credit in low income, single parent families, supporting them through the stress and anxiety of food poverty, accessing mental health services, domestic abuse services and then to move on to safety. Many are rehoused. The mission helps low incomes and those dependent on foodbanks to get support while finding a way through rent arrears, eviction, loneliness and social isolation.

Mummies Republic helps signpost and access services and support during crisis. With their co-ordinator managing a caseload of around 30 consistent households with an average of 150 women and children who are experiencing long term disadvantage. This work is about engaging and supporting the most vulnerable in our communities - and in doing so, they are creating a community.

It takes a village

“It’s about listening to what people are saying... trying to be able to feel what they are feeling... and then be able to reflect and see how you can improve the situation together.”

When considering impacts of socio-economic disadvantage we must work to remove this inequality in the fastest possible way. Our work has started through key actions to bring about positive change across eight core themes of Employment and Business, Education, Health, Culture, Communities, Interaction with police, Renewing and Reinventing our open spaces and buildings and for our workforce.

We also needed to find out more and do more about healing and moving forward as a community and organisation. The expression *‘It takes a Village’* is an African proverb, which means it takes a village or a community to raise a child. As we progressed through the Southwark Stands Together programme in the last year both community members and staff referred to this expression repeatedly. It became hard not to see this as a key to unleashing the potential of the healing and reconciliation work. From two community supporters who see themselves as the *‘village elders’* to a budding movement of young people who say that they embody the expression. It takes a Village is also a new council approach to multiple disadvantage and an emerging idea for a social enterprise that refers to a neighbourhood as a *‘village’*.

Healing and Reconciliation is about hearing and listening and finding out about lived experience so that we can make things fairer and more just. It is also about moving into action and undoing structures that are creating inequality and working to keep communities and individuals down. We have to do both to unlock the healing; it takes time – as well as lots of multiple avenues, practices, activities and people. It requires taking on board lots of different ways of knowing, and the development of a sense of people who have your back, who believe in you, who value you.

To help us to start thinking about what undoing these structures would look like we worked in collaboration with the Bridges Outcomes Partnership a not for profit social enterprise that works with government and community organisations. It has developed a model that uses a strength based approach in the commissioning of services with a strong focus on improving the lives of people experiencing multiple disadvantage. We also worked with a co-researcher who used Storytelling as a tool from 'Synergy Collaborative Centre' who are studying ethnic inequalities in severe mental distress.

We piloted the first workshop in early May with managers from Southwark’s mental health team as they work closely with service users experiencing multiple disadvantage. The basis of the workshop was an acknowledgment that service users and staff have experienced and experience racism, discrimination, and the impact this has on mental health and wellbeing. It was an emotive experience, challenging yet powerful. For some this invoked the recollection of traumatic events; it provoked learning about the power imbalance that exists between service users and us (as Council staff). The event set the scene and laid the foundations of how we must do better and do more to work with our communities and staff to improve our understanding of their lived experience and use this to implement services that are adaptable and responsive.

We continued to listen and learn from the experiences of *‘It Takes a Village’* and the coordinator of *‘Mummies Republic’* who are working to support people trapped as a result of systematic bias or multiple disadvantage. This work reveals the painful and hidden lived

experiences within communities but also on the key stakeholders and residents that are supporting them and that are 'worn out' by systematic failures; those who have grown cynical of change and bureaucracy. To be able to speak and act for others and make a lasting difference in the lives of others requires strength but also systems and structures that are working to eliminate inequality and disadvantage.

We are working to ensure that service interventions are dignifying and that interventions are in place for people facing multiple deprivation. It is vital that good practice, knowledge and links are shared across community; and grassroots organisations so the community – as well as the statutory sector - shape this across Southwark. Healing and Reconciliation does not end here, this is only the beginning of a journey of change.

Breaking The Glass Ceiling – the voices of our young people

“The council also needs to look at how it can better engage with young people and people from Black, Asian and minority ethnic backgrounds. The council needs to carry on having these conversations with local people....”

'Breaking The Glass Ceiling' is a new movement led by young people in collaboration with a core group of community representatives – these are the Growth Influencers (leaders). These leaders will offer their knowledge and lived experience of racism discrimination and inequality as well as adding other stakeholders and partners to help bring positive change for underrepresented and marginalised people from Black, Asian and minority ethnic communities.

The intention of this pilot project is to engage with young people and those from marginalised groups, which will help us to reach residents the council often struggles to connect with. It will use the strength of community contacts and influence to better connect so that communities and groups that are often defined as 'hard to reach' can have meaningful and genuine contact and fruitful engagement opportunities.

This connection will involve organising and hosting a range of community trust building events using their experience with social media platforms such as Instagram; Facebook; Snapchat; Twitter; YouTube; and TikTok. This will enable the production of communication tools and targeted content that is culturally simpler to connect with and that will capture the interest of marginalised groups. The 'Growth Influencers' will help to shape this language, communication and content to promote specific topics and themes that are relatable to Black, Asian and ethnic minority communities.

A pilot initiative will be launched in Peckham Square as part of the work on Renewing and Reinventing our open spaces and buildings. This will involve podcast sessions and themed sessions alongside a section titled Peckham Square Stories that covers in depth topics related to Black, Asian and minority ethnic communities and the built environment. The movement aims to empower marginalised communities, encourage growth and knowledge building, as well as deliver a visual presence from under represented communities to sustain positive inspirational role models that defy the status quo.

Opening up community spaces to a wider range of organisations

“We don’t always know now who are neighbours are... people are more isolated and become wary of each other...older people are passing away, isolated... and young people have a different way of living. People are wary of each other because of a lack of communication and ways of coming together in local neighbourhoods; need to use our strengths to build upon and come together”

We want to open our community spaces to a wider range of organisations. Southwark is an extraordinarily diverse Borough with a rich history of community involvement and engagement in civic life. The pandemic has clearly shown how important these networks have been to the survival and wellbeing of our diverse communities. In particular, our grass roots and faith organisations have played a significant role in helping Black, Asian and minority ethnic communities.

We want to ensure that we understand, and listen to our communities and that the services we provide reflect their needs and aspirations and they are fully engaged in decision making. We want to ensure fairness and justice in how we invest in our communities ensuring that Black Asian and minority ethnic led organisations have equal access to funding opportunities.

One of the key ways in which the council supports local community activity is through its large estate of community premises. Some are available and run in partnership with the council by Tenants and Residents Associations such as over 90 halls premises, which vary in size and use. In addition, there are about 60 premises in the council’s commercial property portfolio which are hired to voluntary community sector organisations and a number of other council assets are made available to residents and the local community for example the libraries estate, which has a number of spaces available for hire.

Some of these spaces are valuable council assets. In the first instance they provide important space for communities to come together and develop, secondly some of them have the potential to generate income, which can then be further invested for the benefit of the local communities. In particular, we want to reach people who are disengaged, disaffected, and lonely, isolated and feel excluded.

Public spaces such as Tenant and Resident Halls can offer many benefits. These include the ‘feel-good’ factor from taking part in a programme of activities with other people in the local area. The benefits of getting to know your neighbours and breaking feelings of isolation and having places where people can display their culture and identities and learn awareness of diversity and difference. And a space for opportunities for children and young people to meet, play or simply ‘hang out’. All have important benefits and help to create local attachments, which are at the heart of a sense of community.

Healing through remembering and celebrating our diversity

“There is a patchwork of community cohesion due to gentrification process. People have lived alongside each other since 1950s and 1960s when there was good interaction, street parties etc. Now with gentrification more young professional families, there is less engagement. Areas are all changing quite fast. There is a local mutual aid group and older people are well supported in the area. Council needs to carry on having these conversations with local people from Black, Asian and minority ethnic backgrounds and other groups.”

We heal as colleagues by remembering each other in the present and coming together. In October last year as the county was moved into lockdowns and remote working, the isolation and pressures on our mental health began to take its toll. The Southwark Christian Network – a staff group - organised a Concert of Hope with the aim of getting colleagues together who have not seen or spoken with each other for some months to reduce the sense of alienation and hopelessness.

One hundred and twenty seven council colleagues at all levels of the organisation, including the Leader of the council, Chief Executive and external partners attended the online event. The attendees expressed how much they appreciated the opportunity to connect with so many colleagues in one place after being isolated for such a long time. One participant said *'you have a beautiful way of bringing people together from all faiths and backgrounds, and everyone felt comfortable* and another said *"it was a really good way to connect people together in these strange times."*

We heal as a community through remembering the past and honouring the lives that have been lost - on 25th May this year, we remembered the death of George Floyd and others that lost their lives as a result of racism, discrimination and hate. We repeated our commitment to our pledges to be unashamedly anti-racist in all that we do. We provided our community with an early update on our work one year on and involved key community and sector leaders in a series of conversations where they were able to reflect on their impact and involvement in the Southwark Stands Together programme.

We will continue to heal and continue to challenge ourselves to be unashamedly anti-racist but we will also celebrate our uniqueness and diversity. We will focus more on what matters – our lives and our stories as our legacy. This will include the use of storytelling and oral history to hear and listen to the voices of the people living in our borough. We will use exhibitions to tell the story of how our Black, Asian and minority ethnic communities stood up to the forces of racism and discrimination and hear from local people that have stories of many years of living in the borough, including our market traders and local businesses whose stories have passed down the generations.

A key part of this celebration will be the new Black Cultural Centre in Southwark. Our communities will be invited to work with us in the shaping an in-depth consultation on how we can celebrate the contribution of the Black community to Southwark. By taking part people living in our borough can let us know their thoughts on how the Centre should operate, who should run it, what activities it should offer and where it should be. By the end of the year, we will have a detailed proposal for councillors to consider, based on what the community has told us.

Our communities are engaged in activities over the summer to develop an exhibition for 2022 of Southwark today – a story that embraces the borough's diversity and gives an up to date picture of life in Southwark now. This work is being led by the team in the Southwark Heritage Centre and Walworth Library.

Next steps

1. Undertake a publicity campaign on the new values, hate crime telephone number, key messages on hate crime and contact details of how the community can get involved in the work highlighted in this report.

2. Develop plans on reporting back to our communities on the progress within this report including networks, stakeholders, partners, service users across the eight themes including continuous conversations with Black, Asian and ethnic minority communities.
3. Publicise opportunities for our community to get involved with the healing and reconciliation work.
4. Provide the next steps for community engagement on the health inequalities framework
5. Share feedback from the launch and engagement outcomes of Breaking The Glass Ceiling work in Peckham.
6. Work with the community in designing an engagement for the new Black Cultural Centre and begin borough wide engagement.

Becoming unashamedly anti-racist

OUR pledges to YOU

“Positive and passionate changes need to be made at the Council.”

In September 2020 after the listening events, we developed five pledges to become an anti-racist organisation. These were bold and ambitious and focussed on continuing to hear from and listen to the voices of our residents and workforce to bring positive change. It meant

having to address the challenges we face in our internal culture as an organisation and to look deeply into our systems to eradicate racism and discrimination.

The pledges ensured scrutiny and accountability but also the strength and energy to challenge racial injustice in working with our partners and suppliers.

The pledges are a powerful tool to drive change and innovation across the council. We believe that they will lead to a positive impact on the mental and physical health of Southwark’s Black, Asian and minority ethnic communities.

This means as a Council we will address areas where we know we can improve to ensure that our policies have delivered appropriate interventions to ensure equality for all.

It also means saying sorry, admitting when we have things wrong; making things better and saying what actions we will take so that it does not happen again.

We have introduced two new values as part of our refreshed Borough Plan:

Always work to make Southwark more equal and just.

Stand against all forms of discrimination and racism.



Tackling racial inequalities

We pledge to promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.

We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels.

We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, the organisations we partner with and within the service we deliver.

We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.

We pledge to ensure that people of all backgrounds can rise to the top of the organisation.

We recognise that it's more than what we say; it is what we do that will make the difference.

We have to become the change we want to see; this means a culture that has a strong focus on resident outcomes and on co-ordinated and integrated service delivery.

We are providing stronger relationships around equalities within our organisation and have committed to developing our workforce including:

- **Career Progression** – opening up career paths;
- **Recruitment Practices** – identifying and removing discriminatory practices and encouraging a culture of positive action;
- **Policies and Procedures** – examining how we make necessary changes that remove practices that encourage direct and/or indirect discrimination;
- **Employee Experience** – understanding and improving the lived experience of our Black, Asian and minority ethnic colleagues;
- **Culture Change** – looking again at our values and ensuring that we are working towards fairness and removing discrimination;
- **Leadership and Management** – promoting equality, diversity and inclusion across services by managers developing an action plan that has ways to measure performance;
- **Engagement and Re-education** – embracing plans and policies that drive us to become an anti-racist organisation by upskilling and developing our workforce on equality, diversity and inclusion;
- **Corporate Training Programmes** – examining what we provide for training and development on equality, diversity and inclusion to support induction and re-induction of our workforce across the council;

Next Steps

1. We will launch a toolkit for leaders and managers that will provide support and direction for having challenging conversations with staff;
2. Review our recruitment practices and procedures to make changes;
3. Design an approach enabling us to understand and appreciate the lived experience of our Black, Asian and minority ethnic colleagues through our solutions focused conversations;
4. Continue to celebrate our Black, Asian and minority ethnic colleagues through our career stories and conversations series;
5. Work with our leaders to explore and discuss their role in Equality, Diversity and Inclusion;
6. Work with our Strategic Directors to understand how we lead and ensure their accountability, including producing departmental action plans so we can be held to account for delivery;
7. Offer a development opportunity for a young employee from a Black, Asian and minority ethnic background that will work with the London Councils on a London wide project to tackle racial inequalities, challenging and improving practice across services.

Implementing the pledges

This section provides a range of examples highlighting good practice where we are working collaboratively with our communities in fulfilling the pledges. It also highlights areas of good practice internally where some departments are leading the way for change.

The Southwark Youth Independent Advisory Group (YIAG)

We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, to organisations we partner with and within the service we deliver.

'The voices of today making changes for tomorrow' is the vision for the Southwark Youth Independent Advisory Group. It is a community-led group of young people aged from 14 to 19 years old (up to 25 with a disability) who have a unique partnership with and provide independent advice to the Police Service and the council on issues that affect young people on crime, policing and community safety issues.

The aim of the group is to encourage local young people, especially those with lived experience, to get involved and to have their say on how police and the council can improve the quality of service and improve trust and reassurance within the community especially with young people.

We have had a great opportunity to learn directly and indirectly from each other. This involved listening to our young people's experiences and creating a platform where positive change is on the horizon for their future and the generations that will follow behind. This drives us to ensure that our services make a long lasting impact to give assurance to parents and our community. We have held a number of events, which included a stop and search/young person event where 52 young people attended and a Black Lives Matter event with 110 young people in attendance. We have begun looking at the lessons we have learned over the past year and are looking at the areas where the pledges needed to be fulfilled, and how we include these key lessons into our work plan for next year and to make sure we hold up the pledges in our work stream.

On Stop and Search, the Southwark Young Advisors/ Southwark Youth Independent Advisory Group held a webinar with young people and Police. From this piece of work, the teams are re-developing a piece of existing young advisors work on 'breaking down the stereotypes and improving the experience'. All aspects of the work will be co designed and involve police and young people. The young advisor/ Southwark Youth Independent Advisory Group led work will include engagement workshops/survey with their peers on stop and search and their experiences and will include a professional report of their findings from all the work carried out.

Commissioning Division – Children and Adults

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.

The Commissioning division within Children and Adults' Services has been working with colleagues across the service to ensure we embed change. Early this year, the team reflected on the learning from the Southwark Stands Together engagement and began a journey of improvement. Working across the service, they reviewed the pledges with all

members of staff in order to ensure they could work towards achieving them. Working in this way has identified new ways to support equality and diversity for staff and for people in our communities.

The procurement team have pledged to support Black, Asian and minority ethnic people to participate in tender evaluation panels and to make sure that questions reflect the aims of Southwark Stands Together. The contracts team have pledged to review the contract management tools to place more emphasis on equality and diversity. Council staff in the commissioning teams will place more emphasis on ensuring co-production activity collects demographic data on people who participate in designing services to make sure that people from our Black, Asian and ethnic minority communities have their voices heard.

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.

The team are working with our commissioners to work with care at home providers and care workers to co-produce tools, resources and policy to support care workers who experience racism at work. To do this, the team facilitated two workshops with care workers and will be taking these ideas forward in additional co-production events to make sure care workers are involved in the production of the tools. Quality data relating to access by young people to Mental Health Services is also being analysed to identify gaps or differences to improve how the team prioritise and target young people to help them access support.

We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.

To monitor our progress and success in this area, we will review and report against our pledges quarterly. To do this, the team have developed qualitative and quantitative performance indicators to allow staff to showcase their work and for senior leaders to review progress. This will also help us to better understand where we are doing well and where we need to improve. We hope that doing this will provide meaningful opportunities for Black, Asian and minority ethnic people in Southwark to get involved in the design, delivery and commissioning of services that impact them. The aim is to create a service which is influenced by Southwark's diverse population.

Exchequer, Finance & Governance

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.

Departmental Action Plan

We are using existing divisional staff engagement and communication channels to promote awareness and understanding of Southwark Stands Together among all staff. The information, which is supporting this work, is available via The Source, Chief Executive briefings and the Southwark Stands Together micro-site. Staff and managers are encouraged to contribute to Southwark Stands Together and attend and support learning and development.

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.

Departmental Action Plan

Colleagues from staff groups including EMPOWER and the Women's Network have already spoken about Southwark Stands Together at all staff Webinars (Zoom) each attended by at least 80% of divisional staff and hosted by Director of Exchequer.

We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, to organisations we partner with and within the service we deliver.

Financial Wellbeing & Inclusion

The team are doing more to capture and analyse ethnicity information from our service users – almost every household in the borough – as we modernise our digital service portal. From September we will collect more ethnicity data from people using all of our local welfare services. Beyond that and into future years we will collect ethnicity data for all people using council services and we have set a target to achieve 70% completion (the minimum threshold for reporting and interpretation of self-declared diversity information advised by the Equalities and Human Rights Commission) by 2022/23. By capturing more ethnicity data, we can make sure that we are better able to identify problems and target services based on people's needs. Capturing more ethnicity data will also help us to do more to make sure that everyone in our community has equal access to services and will help to expose and tackle any inequalities that may exist in the quality of services received.

We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, to organisations we partner with and within the service we deliver.

Employment & Business

We will build on our unique relationship with all of Southwark's businesses to increase the number of businesses we communicate with and support. Black, Asian and minority ethnic owned and led businesses form an increasingly important part of our local economy. The experience of the pandemic has widened and deepened our relationship with local businesses and we have seen more businesses engage with our services through on-line channels. We will use these channels to capture more ethnicity data about local business owners.

We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.

Communities Theme

People in our communities and local businesses may be reluctant to provide ethnicity data so it is important that we work closely with people so we can reach a completion rate of 70%. It is important that we reach this level to get a clear picture of the borough.

We will work with existing community and business networks to understand and tackle whatever barriers to collecting ethnicity data that people in our community may have. We will also explore new networks highlighted in the Equinox review to help us understand people's views. For example, we will make sure that people understand that ethnicity information is confidential and non-attributable to individuals

We pledge to ensure that people of all backgrounds can rise to the top of the organisation.

Departmental Action Plan

We are already working on improving the ethnic composition of our workforce at all grades, and we have made this a standing agenda item for monthly divisional 'Workforce Board'. We are also already working with our staff to make changes to how we recruit. We have trialled new approaches including name-blind short-listing, more diverse interview panels and widening our recruitment pool. We recognise that there is a great deal more to be done. Senior managers have attended anti-racist sessions for senior leaders to deliver action to improve the experience of our Black, Asian and ethnic minority colleagues.

Arts and Culture

We pledge to champion organisations that address racial injustice and organisations that promote equality and diversity.

Beyond Boundaries murals

Tate Modern with Better Bankside have worked with artists to install murals across Bankside to celebrate local history and provide a welcome to the area as we emerge from the pandemic. One of the artists, Koby Martin is a proud export of Ghana and has nurtured his talent in the UK. Delving into the transformation of Bankside, his artworks use memory to bring people together. Spotlight Dreams (wall) references the men who played female characters when women were banned from performing at Bankside's theatres.

Open spaces and buildings

Planning and regeneration apprentice

We pledge to ensure that people of all backgrounds can rise to the top of the organisations.

Working closely with colleagues in the Children's Services division, we have provided a boost to the scholarship scheme by sponsoring and mentoring an individual from our borough to complete a 3 year degree in the built environment. The successful candidate, Anika Ali is based in Camberwell and studying at Westminster University. As well as providing the funding, we meet regularly with Anika to provide mentoring support to help with her studies and career progression.

Africa Centre new Headquarter

We pledge to champion organisations that address racial injustice and organisations that promote equality and diversity.

The Africa Centre relocated from Covent Garden to Great Suffolk Street in Bankside. We have been working to support the team to establish the Centre in our Borough, develop their event programme, improve the public realm around their new building, and to provide advice for the refurbishment, which has secured funding from the GLA Good Growth Programme. The Africa Centre provides a leadership role for creative industries related to Africa, and we are keen to continue to work in partnership to create as many opportunities for Southwark based residents as possible.

Architects Framework

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.

We are committed to improving the lives of all people in the borough and we are passionate in our belief that architecture and design excellence is central to creating distinctive places, homes, schools, community spaces and public realms that people can relate to, identify with, and take inspiration from.

The previous ambitious new architect's framework (ADS1) launched in 2020 comprising 110 practices. Through this, we found some of the best architects and designers to deliver civic design within the borough of Southwark. This framework has already begun to nurture a new generation of designers to start working for Southwark and other London councils.

Following representations to the council in 2020, it became clear that Southwark needed to go further to provide a framework, which offers a representative, rounded and comprehensive panel of architects who come with a range of ethnicities, socio-economic backgrounds and experience that reflects London's communities. The framework also needed to recognise that Black, Asian and minority ethnic led practices are under-represented in the built environment professions and that Southwark's leadership was key to introducing change.

Following a shortlisting process, a panel of council officers from all backgrounds will be interviewing 50 practices. We aim to appoint up to 20 of the very best established and emerging practices who share the values and practices of Southwark Stands Together and who will deliver equality, diversity and inclusion. Our objective is to put an enhanced framework together to align the quality criteria and the council's values. This exciting opportunity will interest architects who are prepared to break new ground, present innovative ideas, who understand the complexities of inner city environments, who want to work closely with our communities and who provide role models to young people. Our aim is that this framework will be in place for up to 3 years and will commence in September 2021.

Peckham Square

We pledge to work to address and prevent structural racial inequalities and structural racism within our organization, the organisations we partner with and within the service the service we deliver.

Through reviewing quantitative data from the listening exercises in the summer of 2020, we have been able to develop a set of themed Podcast session 'Peckham Square Stories'. In addition to this, we will provide data sets to inform the design of Peckham Square. The intention of Peckham Square Stories is to work with representative community figures to capture emotive spatial memories through conversations about Peckham Square, which local people can connect with.

231 Old Kent Road Project

We pledge to work to address and prevent structural racial inequalities and structural racism within our organisations, the organisations we partner with and within the service, we deliver. Plan is to deliver in summer 2021.

231 Old Kent Road is a space for local residents, businesses, community groups and everyone who would like to be involved in shaping the area to come together, share ideas and engage in discussions about the neighbourhood and its future.

We hope this will be great way to engage transparently with people particularly from Black, Asian and minority ethnic backgrounds. We have employed a black-led architectural practice, *Deft space*, who is also based locally to design the refurbishment of the space. This has involved a co design process with the Southwark Young Advisors.

Bramcote Park Project

We pledge to work to address and prevent structural racial inequalities and structural racism within our organisations, the organisations we partner with and within the service we deliver.

An open competition will result in the appointment of a landscape architect/and or artistic designer that reflects the representation of residents in the area. Being conscious of the Southwark Stands Together objectives we want to see more individuals from Black, Asian and minority ethnic backgrounds take part in this process and submit an expression of interest to the competition..

Construction apprenticeship opportunities

We pledge to ensure that people of all backgrounds can rise to the top of the organisation.

We will review how and where we advertise apprenticeships to make sure that people from Black, Asian and ethnic minority backgrounds are aware of the opportunities available.

Youth engagement

We pledge to ensure that people of all backgrounds can rise to the top of the organisation.

We will continue to develop our consultation programme with young people. We currently use urban design workshops as an engagement tool with local schools on the plans of the Old Kent Road. We are also working closely with the Southwark Young Advisors (SYA), many of who are young people from ages 14 – 24 from Black and minority ethnic

backgrounds. The SYA will be the primary occupiers of the consultation hub, [231 Old Kent Road](#).

Faith communities in Old Kent Road

We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.

There is a large number of inter-faith communities in Southwark including a large number of Black led churches on the Old Kent Road. There is ongoing work with Southwark's community engagement team to explore ways to consult with these community groups. We have worked particularly closely with the Nigerian Muslim Association on their plans to redevelop the mosque and community centre on [365 Old Kent Road](#).

South Bermondsey Big Local and Old Kent Road banners and opening ceremony (2021)

We pledge to champion organisations that address racial injustice and organisations that promote equality and diversity.

40 individual lamppost banners will be designed to celebrate local people and businesses, highlighting key community figures as well as locally known users of important community spaces in the Old Kent Road. The diversity of the community will be represented on the banners and will include images of people from all walks of life. The banners will be an important part of promoting high street recovery, and will help to instil pride within the community, and showcase our commitment to Southwark Stands Together. The installation of the banners will be marked with a small opening ceremony for us to celebrate the community.

South Bermondsey Big Local and Old Kent Road Carnival (2022)

We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.

The anticipated annual event will celebrate and bring together different cultures through food drink and music. The highlight of the event will be a costume focused parade.

Remodelling how we engage with our communities

Building trust and confidence in officers, the council and engagement processes

“Relationship building and outreach work takes time and money...”

In the weeks following the death of George Floyd, which saw worldwide protests, we knew that the listening events needed to involve humility, and a kindness and sensitivity. We were also fully aware that the hurt and pain of that moment we were living in would extend beyond the pain of racism and discrimination to the loss of loved ones during a pandemic.

The people that were involved in the listening events revealed clear concerns over the ‘traditional’ types of engagement and conversations the council was having with its communities. We heard that they really wanted to have deeper, honest conversations about the things that really mattered to them and not just when the council wanted to talk about a plan or a policy.

More than that, the engagement needed to be meaningful and that they wanted to be fully involved in designing the process of engagement itself. Many said that they wanted the council to have regular and continuous conversations with people from Black, Asian and minority ethnic communities, particularly with young people.

There was also a concern over a lack of communication during the process such as knowing what was going to happen to the information and how they could be assured their contribution would help to make real change. Greater light needed to be shone on our processes and how we got to decisions. Many said that they were not often told the outcome of engagement and consultation exercises and if it was published, it was hard to know where.

The listening events and the work we did on healing and reconciliation both suggested that we needed to improve our language and communications skills and improve how we used and collected data and information about the people living in our borough. We needed to improve our relationships and begin new ones.

A strong focus on lived experience was needed to avoid making assumptions to connect more transparently, and to get to know each other better and identify opportunities for real collaboration, making decisions and celebrating successful outcomes together. While this sounds good and a great way to start thinking about better engagement, we as a council must also invest in good relationship building and effective outreach. This is an investment of time and money. We must also develop an approach of providing support for volunteers, lived experience practitioners and peer researchers.

Demonstrating equality and inequality awareness in what we do

“Groups are not being represented in council decision making; council is not listening to us; there is a breakdown in trust between council and communities. Council departments need to understand and find out about the needs of local communities. For example, the lack of appreciation of diverse needs in the food parcels and boxes distributed during lockdown. The need to share green spaces and the need for access to shared spaces for community groups. The council can also help facilitate networking and sign posting in local areas”

Over time, the UK courts have established principles around which public bodies like local councils can measure whether their processes for equality analysis and impact assessment are adequate. In 1985, the UK courts established principles that consultation must be fair. The principles were proposed in a judicial review (where the courts were reviewing an action by a public body). It stated a requirement that people must be given enough appropriate information in a consultation so that they can make an informed response. It also means decision makers must carefully consider all information before making a decision.

If our processes are inadequate for equality analysis we run the risk of challenge on grounds related to inadequacy in our equality process. If consultation is required but our equality analysis is inadequate, we might also get challenged on the basis that we have supplied insufficient information for consultees to understand the impacts upon them. And if our equality analysis was inadequate then it would be difficult for decision makers to consider what they need to inform decisions.

In 2013, the courts looked at another case and developed further principles about fairness of the approach to equality analyses. The courts are particularly interested in councils having a strong process that is very thorough. Courts would be interested in whether councils talk to communities to learn where data is lacking and decision makers do their best to remove negative impacts on people.

We have responsibilities under the Public Sector Equalities Duty to ensure equality of opportunity and to find out about the needs of our community and then work to meet those needs. We are responsible for addressing disadvantage and working to remove barriers to equal access.

As well as improving connection and relationships, we need to ensure we are involving people living in the borough in both the decision making process but also shaping the engagement process itself. We realised that our current approach to community engagement needed to be strengthened by ensuring that we were demonstrating equality and inequality awareness throughout the process.

This meant being mindful of our requirement to think about equalities and respond by adapting our engagement approach as we go along and not at the end of the process. It also meant having a plan to reach as many people as possible who are representative of our community and to enable their voices to be heard in our engagement and consultation. By doing these things we can be sure that we are as a council being responsive and providing accessible and inclusive services.

With the above in mind, we started a partnership with the Consultation Institute, to help us improve our approach and ensure that we were using the information and feedback from our communities to learn, improve and produce successful outcomes. We also realised that it is vital when consulting and engaging that we move to gradual growth change and improvement rather than reactive programmes.

Working through key community engagement values

“Equality needs to flow throughout everything – the real challenge is not diving into solutions but adopting equality into the process”

We must start from a strength-based approach to address change. This means working together with our communities to develop a shared vision and measurement of what success looks like. This can start with a small representative group of people/stakeholders that use past and potential future success to help think about reaching their vision. This method means not simply building trust but using trust to remove negative perceptions, suspicion and a lack of confidence.

A good model that helps us to use the key principles that the courts developed (as well as our responsibilities around the Public Sector Equality Duty) is a 5 phase engagement approach. We want to share these with our communities so they can know and understand what to expect during any engagement process we undertake. We want this to enable trust and confidence in the engagement process and through it, as a council we can be held to account.

A key aspect is how we make better use of the Equality Impact and Needs Analysis at key points in the engagement process. This means sharing and updating the Equality Impact Needs Analysis document throughout the engagement process so we can be sure that we have an in depth understanding of people’s lived experience and their needs.

For example if the council has a model or plan that it was consulting or engaging on it would need to think about the impacts on the community. By doing this, any negative or potential impacts must be addressed and resolved or a new model or plan implemented. The Equality Impact and Needs Analysis must start early and be part of initial stage of decision forming. The duty upon the council is to have due regard – this means that we are thinking all the time whether we make decisions or carry out activities and we are thinking about our duty to eliminate discrimination, advance equality of opportunity and foster good relations.

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

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

The five phases

The benefits of the five phase approach are that they support better and fairer decision making and add a degree of protection against legal challenge because if undertaken well they are a robust process. It also gives a community confidence in council processes as well as having a joint agreed standard with the council.

Phase one – Finding out and exploring what needs to change

The first step in the engagement approach must include exploring the current situation. This includes what we know from all the data, evidence and lived experience. We should discover public perceptions, attachments to a place, local sentiment and find out more by speaking to our communities and key stakeholders about their local insights and experience.

- We need to understand what is good, bad and needs to change;

- We should ensure that we are working with an adequate and genuine representation of people that represent our diverse communities and protected characteristics (there may be extra work involved getting this representation e.g. do we need a forum, group or stakeholder organisation);
- We will work with our community and service users;
- We will explain the importance of collecting information and use an equalities monitoring questionnaire as part of any engagement and consultation;
- We must ask questions on the impact given and ask about whether anything needs to change;
- We must provide suitable information around solution development. This can include a feedback document on what we have learned from our engagement so far and a baseline in terms of Equality Impact Needs Analysis (what's good and bad from an equality perspective and what should we factor into the consultation);
- We need to understand where a service/strategy/project is not performing well and why;
- We need to understand the impact on communities or particular groups of people;
- We should use free text so that people can expand on their answers;
- We need to explain that we have understood what needs to change and what we will do to change it e.g. *do we need to make information available in any community languages?*
- We will ensure that we capture any cumulative risks (*other changes that may take place as a result of what we do*);
- We will make this information available for people to view and comment on.

Phase two – Solution exploration – this gives the community an opportunity to suggest what should be considered in developing solutions

This second step is where we review what we have understood i.e. what is good or bad and what needs to change (such as through a discussion paper). We should consider whether we have the suggestions and ideas to contribute towards solutions and what the areas we need to think about are.

- We will ensure that we are working with an adequate and genuine representation of people that represent our diverse communities and protected characteristics. There may be extra work involved getting this representation e.g. do we need a forum, group or stakeholder organisation;
- We will work with our community and service users;
- We will explain the importance of collecting information and use an equalities monitoring questionnaire as part of any engagement and consultation;
- We will use deliberative engagement – this means where people get together and are given a problem/challenge to discuss or debate;
- We should consider impacts, potential impacts and whether anything is unfair;
- We should test if anything positive gets to change the status quo - do we need to make this change for everyone or for some;
- We will provide an initial equality impact needs analysis – highlight the equalities issues that have been learned in phase 2;
- We will put phase 1 and phase 2 information together in a report;
- We will make this available for people to view and comment on.

Phase three - solution development – this is a deliberative stage based on facilitated discussion with a representative profile of stakeholders in the community and council for the purpose of ensuring potential solutions have factored in equality and inequality to ensure equitable solutions

- We could be co-productive in this stage;
- We might use an element of options appraisal to eliminate solutions that are not worth developing;
- We could look at what are the strengths, weaknesses, threats and opportunities using good quality equality information that we have already;
- We will look at whether people raising the same issues
- We will consider if the options improve, make worse or keep the status quo?
- We will provide an initial equality impact needs analysis – highlight the equalities issues that have been learned in phase 3;
- We will put phase 1, 2 and 3 information together in a report;
- We will make this available for people to view and comment on.

Phase four- Wider Collaboration in testing the shortlist of solutions

- We will select participants from a larger sample size;
- We will use the Equality Analysis and strengths, weaknesses, threats and opportunities together;
- We will put phase 1, 2, 3 and 4 information together in a report;
- We will make this available for people to view and comment on.

Phase five –This is to finalise the process and to move to decision making- evaluation or review of engagement (or move to formal consultation)

- We could move to consultation, engagement or another form of review;
- We will sense check we have factored equality into the solution;
- We will consider the mitigations (we may not need mitigations if we have solved the issues);
- We should see if people decide to put forward new information;
- We should consider what we know to date;
- We will test if people may confirm or disagree (if you didn't factor this in);
- We will consider how we looked at equality within our engagement issues;
- We will consider how we completed our engagement in our approach to equality;
- We will put phase 1, 2, 3, 4 and 5 information together in a report;
- We will make this available for people to view and comment on.

After the engagement process ends

We have seen how due regard means thinking about what happens before and during when a decision is made. It requires planning and an approach that means that we are thinking about equality before, during and even after a process ends. Once an issue is resolved or a new model/plan implemented we must keep it under review. We should speak with service users and community members about how well the new situation is working, so we start work again about exploring what's good, what's bad and needs to change.

We can get a better understanding of how well we are meeting our equalities duties and explore how well services are working. It means we will know how and where we need to adapt to reduce negative impacts. This could be done for example through an online forum discussion, roadshows or another form of continuous conversation. Any decision taken must be informed and evidence based. If we do not have the right information, we have a duty to find it and this may mean more engagement and consultation as outlined below.

We will be held to account on what evidence we used and the process we followed. Alongside these values, we will complete regular refreshed equalities and unconscious bias training. Effective and successful engagement is also vital for positive, high impact good

outcomes and building meaningful relationships. It supports the building of confidence in both officers and the council as an organisation.

Next steps

1. To continue to partner with the Consultation Institute around key areas of resources and training.
2. Work with the Young Foundation to upskill both community and workforce on peer led research
3. Offer a development opportunity for a young employee from a Black, Asian and minority ethnic background based in planning/regeneration that will work with subject matter experts in tackling racial inequalities in our community consultations and engagement by challenging and improving practice across services
4. Offer an opportunity for a lived experience practitioner from a Black, Asian and minority ethnic background living in our borough to advise on tackling racial inequalities in our community consultations and engagement by challenging and improving practice across services.
5. Invite the Consultation Institute to consider regular review of our community consultation and engagement processes. This will involve ensuring both a consistent and effective approach to Equality Impact Needs Analysis, the delivery of an equality workshop that discusses improvements to the equality process and opportunities to share new developments or thinking about how equality and inequality should be addressed.
6. Explore and develop a council approach on support for volunteers, lived experience practitioners and peer researchers.
7. Leaders and managers to ensure officers complete equalities and unconscious bias training.

Language and Communication

“Say what you mean”.... and compassionate communication

“It is important that the current engagement brought about through Southwark Stands Together is not a one off, but the start of conversations between the council and local people about identifying racial inequalities and other inequalities; the council needs to take these conversations seriously and not just treat these as one off exercises.”

In the previous chapter *Remodelling how we engage with our communities* we focussed on the importance of *process* in ensuring that we are considering the impacts of our plans and policies on our communities. Alongside building trust and confidence in an engagement process, we must also build it through our personal relationships with our community. We will now look at *Language and Communication* which as one community member described

should be the very opposite of process driven but should be *'heartical'* – a Rastafari phrase meaning wholehearted.

Just as in any relationship, the language we use can make or break a relationship and reveal or conceal issues. As we have seen, it took the traumatic events of a pandemic and the death of George Floyd for people to speak openly with neighbours, strangers and work colleagues about the need to be kind to each other. Every interaction offers all of us a great opportunity.

There is a phrase now commonly used by both our community and council officers – *'council speak'*. In short, it refers to a *'language'* that many members of the community simply do not understand. It is a language full of unusual words and phrases that are difficult to understand.

Not only can it obscure meaning but also *'council speak'* can sound very *official* and when used in communication with a distressed person or community it can alienate, isolate, wound and even offend. The other challenge for council officers is non communication. This is where we know we could and should work better and more closely with other teams. We must as officers communicate with compassion to help relieve trauma and distress, break down silo working internally to work as one council and pool our efforts together to work to eradicate racism, discrimination and inequality.

Language – “help me understand...”

“New communities moving in; old communities holding Peckham and elsewhere in the borough together; Community is key; the council needs to speak a language we understand; a unified language.”

It takes a Village will be building on 18 months' collaboration with stakeholders and individuals across Southwark. Since February, we have consulted with over 30 groups and organisations and 160 individuals in understanding the problems in accessing effective support for people facing multiple disadvantage. It places individual residents and social connection at the core of its work. It has also identified that a *'formal language style'* and systems can make things very unclear in real life and at worst de-humanise people.

The key principles involved in this work are from generous conversations and ideas of Black, Asian and minority ethnic people in Southwark and beyond. It listens to women, whose vocabularies and practices (love, friendship, vulnerability) have been excluded from formal spaces, but have formed the backbone of connection, hope and healing in communities and families for thousands of years.

The next phase of this work across services and with community groups and individuals is to work to *de-formalise the language of services* and to share skills, practices and techniques that are both service-led and individual and community-led. This will happen through informal engagement, advice and consultation, direct conversations with people facing multiple disadvantage, training and clinical supervision.

These news ways of relating with each other at individual, service and strategic levels is about reinstating the dignity and power of diverse voices. We recognise that each person brings something unique and deserves to be listened to deeply and appreciatively, which has the potential to bring healing and positive change into a person's life.

Breaking The Glass Ceiling is another new initiative led by young people, which seeks to transform how we use language and communication. It will use the language of a community 'Growth Influencers' who will use their own lived experience, sensitivity, knowledge and insight to communicate on a level that is likely to develop trust.

The Growth Influencers will work through community trust building events that are organised and hosted by a core group of young people using language and content that is appropriate and meaningful to the groups that it is seeking to target. This will help to support the council gain a clearer and deeper understanding of the lives of our communities, and develop better relationships. It will use social media platforms such as Instagram; Facebook; Snapchat; Twitter; YouTube, and TikTok to enable the production of communication tools and targeted content that is culturally simpler to connect with, and that will capture the interest of marginalised groups.

This will enable effective engagement with people that do not normally engage in civic life whether through language or cultural barriers or simply because they do not trust or have confidence in public bodies like the council. The Growth Influencers will reach in to our communities as 'trusted leaders' which will allow them to reach and hear from young people and those from our most marginalised communities who are significantly under-represented in current discussions and engagement with the council.

Communication – “the things you cannot see...”

“Like going through the sausage factory...”

We have been having deeper conversations with our community since August last year. We heard about the impacts of the pandemic such as the loss of loved ones or the fear of losing someone. We heard about the loss of income and livelihoods or the fear of losing this with a family to support. Our faith communities and community and voluntary sector have diligently supported the most vulnerable that were shielding or through foodbank support. There have been many interactions, conversations and communications that had to take place on an entirely different level – as a council we began to see things we had not seen before.

It was humbling to see that in many ways the council has been serving our communities through *'transactional' relationships*'. There are after all many transactions that take place every day, month and year, we are one of the largest social housing providers and we would be constantly speaking with our communities about tenancies and services. However following the listening events we know we need to move beyond the transactional to have deeper and continuous conversations with the people living and working in our borough.

The Southwark Stands Together survey and listening events also highlighted the challenges people face in accessing services and effective support. We wanted to find out more. The work of It takes a Village found that particularly for people facing multiple disadvantage they experienced a culture and perception of *“us and them”* across council services. A communication that is dry, non-personal/personable, deficit and often provides *'off the peg'* responses made them feel a deficit-based, target-driven, transactional support as if they are *“going through a sausage factory”*.

When people that are in a distressing situation or those experiencing multiple disadvantage experience *'council speak'* or perceptions of a council culture that suggests *“us and them”* they display low levels of trust and confidence in us as an organisation. Council officers can often see such people as *'hard to engage'* or their struggle with health and emotional

difficulties labelled as *'bad behaviour'*. This means that people no longer feel comfortable in accessing support.

A person who is disadvantaged and treated unfairly wants to trust people and organisations to be fair and help. Where this has not happened, the trust needs to be earned. What we are and what we do is important in that it can be used to offer practical and emotional engagement that truly connects with our community.

Digital exclusion

“There are many issues about inclusion and access to digital communication and ways of working; currently it has excluded lot of people who are unable to access information, conversations, engagement...”

We have been enjoying the advances of new technology such as mobile phones and the internet both personally and in our work lives. Nowadays we can do most things online, our shopping, book holidays and possibly the most convenient is talk to our friends, family and even meet new people. If our phone, computer and other devices were taken away from many of us, we would feel irritated, inconvenienced, isolated and lonely. If they were taken away long enough we may even feel depressed and experience mental health impacts because we are simply not able to take part in many aspects of life.

We have had to take on board so much new learning from the pandemic but it has also shone a spotlight on some things that were already there. When the UK entered into a lockdown many people that were already digitally excluded could not access services and the support they needed – this was also in many cases the people that needed the most support. Friends, neighbours, faith communities, the community and voluntary sector and the council started to work to support those that needed the most help. People that were and are digitally excluded would have faced greater hardships during the pandemic from not being able to access information about a new deadly virus, instructions on how to stay safe on the governments website and not been able to communicate with friends and family.

Research suggests that whilst almost all Southwark residents have access to the internet, one in six lack basic online skills. Many people who lack basic digital skills are also excluded in other ways - lacking employment or in low skilled jobs. This group are also likely to lack qualifications and have poor literacy skills. Therefore, some of our community members who are most in need of financial help, support and access to our services are the same customers who may struggle to use digital services. Some people may require greater personalised support over a longer period, or in some cases, permanently.

Aiding such customers with access through the provision of “assisted digital services” will ensure they can still access our services. Helping residents to develop their digital skills may even enable them to become less reliant on our services. However, we expect that there will continue to be a group of the most vulnerable who may require enhanced tailored, support over a longer period, or in some cases, permanently. For the most vulnerable, digital exclusion is likely just one of several forms of exclusion experienced.

We must not risk neglecting these customers as we design and re-design services fit for the digital age. We will develop medium to long term plans to create a more targeted and evidence based assisted digital service that will remain in place as other alternatives are gradually withdrawn or closed.

We will be working to ensure that we have a vision of a digital Southwark where people can access digital services, and who are supported by council officers so that we can better connect and collaborate together where “Nobody is Left Offline”. We are working on a number of projects to improve digital literacy and raise awareness of digital literacy as an essential skill for life.

This will include producing digital skills guides to be distributed to partner organisations, libraries and community members in need. We will create digital how-to videos and place them on the Southwark website. We want to empower and enable residents to self-learn certain tasks. Our work with libraries will also include a Digital Skills Day for our community members to receive support from people, and to find out more about the digital inclusion work across Southwark.

We are promoting the Digital Champions Scheme in which community members can volunteer to become digital champions and receive training to support digitally excluded people living in our borough. Digital Champions will receive accredited training, support and more as part of this programme.

We are also working with frontline services to give staff the skills to become Digital Champions and support their service users. We will be working with the Great Estates Team to survey our community living on the Friary Estate to work to understand their digital skills level in order to provide support.

If you are interested in becoming a digital champion or have any other, please contact Digital.Inclusion@southwark.gov.uk

Understanding leadership responsibilities in tackling inequality

This means that we have a workforce, a culture and a commitment within policies and procedures around identifying the cumulative impacts or a collection of different life experiences and situations that can affect a person’s life chances, health and ability to be release their unique potential. This refers to people or a community consistently experiencing trauma, hostility, health inequality, housing challenges, racism, discrimination or repeat victimisation.

We are working with our strategic directors on understanding their leadership responsibilities in tackling inequality. This includes ensuring their accountability for addressing racism, discrimination and inequality through departmental action plans. Our leaders will be responsible for developing themselves through a programme of re-education and ensuring equality, diversity and inclusion is part of everything we do and key to our success in working towards a fairer and equal borough.

This will include helping managers to have difficult conversations with their staff about race or wider equalities as well as performance. Understanding and respecting different points of view, but also creating a culture where it is safe to speak out about any unacceptable behaviours they might witness. This training will also support senior staff to show managers that leadership is about a culture of honour that empowers them to make decisions but also to be held accountable for the impact of these decisions. Connecting at a deeper level also means that as an organisation we work to break down silo working and ensure that we are working towards improved co-ordinated, integrated and high impact outcomes for our communities.

Training and developing our workforce to tackle inequality

We are working to develop, re-educate and build the skills of our workforce through the development of anti-racist training so that they have a clear understanding of the council's commitment and values in relation to equality and diversity.

It also means ensuring that staff from diverse backgrounds have access to support, the same opportunities internally as an organisation and that we can say that, our workforce is representative of our community

This includes understanding ideas such as:

- 'White privilege' (perceived advantages possessed by white people on the basis of their race)
- 'White fragility' (perceived discomfort and defensiveness of white people when information about racial inequality is raised)
- 'Micro aggressions' (actions that subtly or unintentionally discriminate against members of marginalised groups)

However, we must go further. In 'Kindness, emotions and human relationships: the blind spot in public policy' a report by the Carnegie Trust there is a clear recognition that 'kindness' can no longer be kept out of public policy. An approach that focuses on relationship as the way forward not only gets us thinking differently but also focuses on using emotional intelligence.

The Carnegie Trust, report mentions a range of different types of people that interact with public services, 'the trouble makers', the risk takers, the communicators and the protectors. It states...

"Those often making complaints will have evidence and there is something that we can learn about what is said – this drives change. The risk takers sometimes work at the edge of or outside the rules – they help in highlighting how sometimes the 'rules' get in the way. The communicators are those that are skilled in telling a story, and are good at describing situations and challenges and listening. The protectors are usually present in key moments of change and can reflect what is important and valuable to us. These are the ones that will highlight that we need to change direction, mainly based in faith communities they will remind us of 'being human'"

Next Steps

1. Issues of language and communication to be considered alongside the pledges.
2. It takes a Village project to work with colleagues across the council and the community and voluntary sector to de-formalise the language of services.
3. Use the learning around language and communication from Breaking The Glass Ceiling to reach marginalised, underrepresented communities and young people.
4. Council officers and services to help identify and provide support for people living in the borough that are digitally excluded.
5. Leaders and managers to focus on re-education and accountability.
6. Workforce to focus on re-education, building skills and accountability.
7. Work with our community to better communicate key messaging on the importance of sharing lived experience and how to get involved in civic life.

8. Borough wide commitment and campaign on how to report hate crime and a community confidence survey.
9. Ensure the council documents and materials are accessible for blind and people with hearing challenges.
10. Black, Asian and minority ethnic, replaces the use of 'BAME'.

Lived experience, data and research

"We now have emerging transient communities and how they feel may vary. There is a spectrum where there are significant differences for different people about community cohesion in the area...there is cohesion and connectivity, but you need to drill down to listen and understand about different levels and experiences of cohesion in the area"

We collect and use information and data in many different ways such as to develop a better understanding of our communities and their needs. We consider and apply many different types of information and statistics when developing an evidence base for our research or as part of engagement processes. We also use it to consider the impacts of our plans and policies on our communities.

One of the most challenging areas when working to tackle inequality is having the right data and information to make the best decisions. In the chapter on Remodelling how we engage with our communities, we considered the importance of process. We considered how our community could work with us to better understand needs and impacts and develop effective equality analyses. We will now consider the types of information and data that could be included within that process.

On a daily basis, council officers are having many interactions with people living and working in our borough but often not collecting information such as lived experience or equality monitoring information. In the chapter on Language and Communication, the research of the Carnegie Trust provides us with some interesting examples of the types of people that may interact with council officers and their value in helping us to see things differently.

It is these groups of people that can highlight when something is wrong in our policies or procedures. It can also help us to think more creatively and innovatively about how we can change systems for the better. We can receive help in understanding what is happening now and where we need to get to on behalf of others and if we hear and listen very carefully we can be helped to be placed on a new forward path particularly in perhaps moments of crisis or unique moments in history.

We will now consider the different types of information we could use, new areas of research and how we can increase our skills to collect what is important. We are required to give people appropriate information that helps them to give us informed responses but also as a public body make sure that we have access to the right information. It is also about how we talk to communities and the extent we are intentional to find out more. It is with good quality information we can understand the impacts and make the best decisions. It is our responsibility as a council to find out what the needs are and then work to address them.

Moving forward the data and information collected locally across the eight themes can be shared with our community and voluntary sector partners where appropriate. We are committed to sharing data sets around the work we have completed on disproportionality in the following areas:

- *Incorporating the inequalities agenda into public health: case study* focussed on the identification of health inequalities, understanding need and their impact on residents;

- *Equality and Inequality Consciousness across the five phases of community engagement-* focussed on our Public Sector Equalities Duty considerations during the community process;
- *Disproportionality within Southwark's Youth justice system* will use key data sets to aim to understand cycles of disadvantage from school exclusion, stop and search and first time interactions within the youth justice system and to the wider criminal justice system.

Lived experience - a seat at the decision making table

“The way to recovery is through the heart but I never see that in policies or care plans”

It is vital that we hear from the lived experience of our Black, Asian and minority communities. This is important so we can better understand their needs, plan our services and develop our strategies so that our communities can grow and prosper in our borough. Lived experience is also about the celebration of overcoming uniquely presented challenges both individually and corporately. It is about celebrating our diversity and who we are and what we bring to our communities.

As our work across the eight themes continues to progress we will be collecting lived experience much more across the council with our Health theme continuing to reach out through our Community Health Ambassadors and using arts and culture through the Southwark Culture Health and Wellbeing partnership. Breaking The Glass Ceiling are also about to start hear and learn more about the lived experience of our community in Peckham Square.

The collection and use of lived experience can take place in so many ways and there is great opportunity for creativity and innovation. The following are some examples of how we are using and celebrating lived experience as a council; the Peer Navigator's programme, Youth Independent Advisory group, Youth Parliament and It takes a Village.

Peer Navigators

Youthink was set up in 2016 to work alongside Southwark Youth Offending Service. The aim of Youthink is to ensure young people's lived experiences are used to inform the support offered by Youth Offending Service staff. Youthink has trained several young people who have successfully completed their interactions with the Youth Offending Service to become Peer Navigators. The Peer Navigators use their own lived experiences to relate to young people coming to the Youth Offending Service and quickly achieve trusted working relationships with the young people they meet

By listening to the young people, the Peer Navigators are able to inform Youth Offending Service management of the key issues facing young people so that they can design relevant responses. The Peer Navigators are trained in basic trauma awareness, so that if a young person with whom they are talking reveals past trauma in their life, they are able to refer the young person to the Youth Offending Service specialist mental health services.

The Peer Navigators have gained strong skills in communicating with professionals and over the last two years have spoken about the lived experience at both the borough level such as the tackling serious youth violence workshop in Southwark 2020 and nationally presenting at

the Youth Justice Board conference 2019. For more details, please contact mifta@you-think.org.uk

Youth Independent Advisory Group

The Southwark Youth Independent Advisory Group (YIAG) is a community-led group of young people aged from 14 to 19 years old (up to 25 with a disability) who have a unique partnership with and provide independent advice to the Police Service and council on issues that affect young people such as crime, policing and community safety issues. Southwark Youth Independent Advisory Group also consult with police/council on plans and policies that might impact on young people.

Southwark Youth Independent Advisory Group also deliver peer led sessions/workshops, educational programmes, sit on and represent young people on specific police/council meetings and forums and ensure that the voices of young people are heard on issues that affect them and are at the heart of decision making. The team have run successful talks on Community Harm and Exploitation – and webinars throughout the pandemic on a wide range of issues that affect young people. These include talks around community harm and exploitation including Child Criminal Exploitation and Child Sexual Exploitation, county lines and youth violence.

The team have also delivered webinars with professionals/partners aimed at parents about gangs and youth violence. Over the coming year the team will be running a series of anonymous workshops for parents and young people on a ranges of related subjects to help engage, education and support young people, parents and professionals. This work also includes working in partnership with the council and key partners including the children society and Barnardos exploring links between exclusion and exploitation.

If you live in Southwark, are aged 14-21, and would like to get involved please email YIAG@southwark.gov.uk

Youth Parliament

The Southwark Youth Parliament is a group of young people, elected by young people to represent the voices of young people through their schools and neighbourhoods. The Youth Parliament supports the council's engagement with young people and work on developing more exciting and empowering ways of addressing priority issues that matter most too young people in Southwark. Representatives from schools, youth clubs or groups can stand as candidates.

It takes a Village

The 'It takes a Village' will continue to share stories, learning with shared vulnerability as the basis of authenticity and equal healing relationships. It will continue to lead on the transformation of council services so that they are led by lived experience at every stage and in every aspect – both in terms of the individuals and the communities who are most affected by multiple disadvantage.

The next phase of this will be all about being out there in the community, talking, and working, testing, designing and delivering services that are based in communities. A network of multiple disadvantage champions and service leads have been identified across the borough and a large number of health and social care services will be working with us. Multiple disadvantage champions are selected and self-selected as individuals with a passion for engagement and undoing social inequalities and will be tasked specifically with creating new trust and links with local communities.

What is the WHY behind the Data...?

“Out of One community we have many different Communities”

We have seen the powerful benefits of using lived experience to understand our communities and equality analyses but we must also use data. When we think of data we think of facts and statistics that should tell us something and it is something we can rely on. In this context, we should consider first, for the data needs to be valid, it must be representative of a sample or a whole population group for us to understand inequalities.

Second, we should be aware that data only gives us part of a picture – it tells us what is happening but not necessarily why. That is why the focus on also collecting lived experience is key is allow us to understand why the facts and figures may be telling us something and provides real life explanations of patterns or inequalities. It helps to tell us how we got here.

However, there are limitations too particularly about the collection of data. If one council department collects data about our communities and another does not, it becomes difficult to see what the needs and impacts of our communities are. We will be developing a consistent approach so that we have useful data sets that can ‘speak’ to us about real issues and challenges but also areas where we are doing well so we can learn and improve.

The collection and analysis of this data is very important as it can help us to understand the different impacts on our communities. In the chapter on Healing and Reconciliation, we considered the impacts racial and health inequality as well as multiple and socio-economic disadvantage. Unless we collect information about different ethnic groups, we cannot provide accurate information about the differences in needs or impacts.

The Southwark Stands Together programme will continue its work across the eight themes in the collection of data. The Employment theme is breaking new ground in now being in a position to contact and collect data from over 1,000 Black, Asian and minority ethnic businesses. This means that these businesses can be actively involved in the future design of services and receive information about funding or other opportunities. Our Health theme is changing the way it works with communities by developing workshops with our communities, it has analysed the data from the pandemic and will be using that to drive change in making our services more culturally sensitive and accessible.

The collection and use of data, alongside lived experience will help us to see the bigger picture and help us to make the profound change needed. The following are some examples of recent work that is helping us to become a data drive organisation. It takes a village and the data from PAUSE (*this project supports women who have had children removed from their care, who are at risk of repeat removal*), health inequalities, the work of the Community Health Ambassadors and the Exchequer Digital Strategy.

Multiple disadvantage

We have begun a rapid assessment on multiple disadvantage of case data from local agencies, which highlighted significant numbers of people experiencing multiple disadvantage. Multiple disadvantage refers to people who are experiencing mental distress, criminal justice involvement, substance use (often to cope with negative experiences); interpersonal exploitation (people taking advantage of you or bullying you to gain money, sex, accommodation, a place to sell drugs etc.) and abuse/domestic abuse; child removal; homelessness.

We found over 90% of clients in supported hostels were experiencing multiple disadvantage (67), along with 75% of young people transitioning to adult services from the Youth Offending Team (approx. 50/annum). Mental ill health was the most common area of disadvantage (90%), followed by substance use (72%), history of offending (64%) and homelessness (36%).

Women in this group also frequently reported involvement in sex work, exploitation and losing children to the care system. Data from the PAUSE project, which works with vulnerable women who have had children removed from their care, found that 67% experienced substance use, mental distress and domestic violence together.

Health inequalities

In October, analysis by the Race Disparity Unit identified that most of the increased risk of infection and death from COVID-19 amongst people from Black, Asian and ethnic minority backgrounds is explained by factors such as occupation, where people live, household composition, and pre-existing health conditions. However, they are still working to understand some of the higher risks among black men.

Public Health England London analysis of the second wave shows ethnicity continues to be a major factor in health outcomes. Both case rates and mortality show London's Asian population worst affected, followed by Black communities. Emerging evidence on the second wave shows continued disproportionate case and mortality rates in London's Black, Asian and minority ethnic population. There are high case numbers in London's most deprived communities. Some groups face multiple disadvantage with higher risk of infection due to employment and where they live, and poorer outcomes with higher risk of death due to comorbidities.

For example, people from Black, Asian and ethnic minority backgrounds are more likely to work in front-facing sectors which continue during lockdowns and live in areas of higher deprivation to increase risk of infection, and experience a higher burden of comorbidities associated with increased risk of death.

The ethnic groups most affected by COVID-19 are overrepresented in the most deprived areas in England. 31% of Pakistani, 28% of Bangladeshi, 20% of Black African, 18% of Black Caribbean people live in the 10% most deprived areas. These specific ethnicities also experienced the highest risk of COVID-19 mortality in the first wave.

The Health theme is developing a strong person centred approach that focuses on lived experience and will be working to support our communities in the medium and long term impacts of COVID-19. Some groups in our communities have experienced multiple disadvantage prior to COVID-19 and some as a result of it. We are working to improve our knowledge of lived experience and data as well as identifying areas of further research.

Many of these inequalities have been there for many years and so we need to dig deeper and work closely with our communities at understanding what is happening and how. One of the keys will be how the council monitors and evaluates equity – this means recognising that sometimes people may need differing treatment for example to access services. We need to establish a programme of equity audits across the council to determine what population groups we are and are not reaching. We need to improve our approach to data collection and equity monitoring in the evaluation of our programmes and services. We need to collect better data across to better understand need and monitor outcomes for different groups.

Socio economic disadvantage

In the Understanding Society: Covid-19 study 2020, people from Bangladeshi, Pakistani and Black African ethnicities had the highest number of people in the survey that were

experiencing housing debt, from single parent families. With a renewed emphasis on the collection of data about our communities and better equality monitoring analysis, we can start to look at the different impacts of inequality across different groups.

We know from wider evidence that people from Black Asian and other ethnic minorities who were already economically disadvantaged before the pandemic have been disproportionately affected by the economic impacts of COVID. We are able to analyse service usage by other characteristics such as age, sex, household composition and housing tenure but not yet by ethnicity.

The launch of our new on-line service portal from spring this year creates a new opportunity to improve the collection of our monitoring data. We aim to capture more ethnicity data about more service users over time to get to at least 70% so we can analyse the way our community use our services, the experience of users by ethnicity as well as other equality analysis. We will prioritise local welfare services, which are likely to tell us most quickly, about socio-economic disadvantage and other areas that may overlap and connect with a person's ethnic background.

We will work with our colleagues at the council's service points and in other settings to ensure assisted self-service is fully available where required. We will also ensure that our contact centre staff have the necessary skills to identify and assist digitally excluded customers to access services online.

We are working closely with partners such as the Department for Work and Pensions, tenant's organisations and the voluntary and community sector to ensure the needs of different groups with limited digital skills or limited or no access to the internet are being met. Local Support will use handheld devices to help direct digital access via mobile working and home visits to our most vulnerable customers – including the elderly and severely disabled. We will also ensure that our services remain accessible for customers with sensory impairments and disabilities. As use of digital services increases, we recognise that we still need to provide support for people that are digitally excluded.

Research- exploring new areas of focus

*“Research into the baggage we bring from our tiny interactions - our attitudes
Have a human first approach; be facts [driven],
Action has to follow,
Lead with compassion,
Differ and disagree respectfully,
Deliver in phases – it's a marathon not a sprint”*

As well as lived experience and data collection, we must also consider research. This is about enquiring and pulling together all the information that we have of lived experience and data – but can include most information about any area. It means organising the information and testing parts of it so that we can ensure it is accurate. We are required to ensure that we have considered enough of the relevant information and shared this with our communities.

We are working with King's College London that will provide access to academic expertise to support our work across the eight themes but also a strong focus on health inequality. This will include going deeper into the findings of the listening events and survey from last year. The work with King's will include new areas of focus and long term ongoing support and academic expertise. We want to work together with Kings and our communities to develop

new and innovative ways of using research to support evidence-based policy-making at a local level. This will mean working alongside our communities in a closer way where we are also upskilling ourselves as researchers.

As the work across our eight themes continues to progress we must start deeper research into understanding the persistent long standing inequalities that have existed for decades as well as understanding the impact of new areas that will have an influence such as the pandemic.

This chapter will consider these areas of deeper research such as the work of the Community Health Ambassadors. It will also highlight new areas of focus such as the impact of COVID-19 and the built environment, young people and the youth justice system. We will also consider an example of peer led research, which could serve as a type of model for our communities as they get involved with research.

Community Health Ambassadors

The Community Ambassadors Programme is a new and emerging programme that has recruited over 85 Ambassadors across Southwark. This programme is continuing to build on its success with over half its ambassadors from Black, Asian and minority ethnic backgrounds it is undertaking pioneering work through outreach sessions to address concerns about the COVID-19 vaccination.

The Ambassadors are working to promote health awareness and acting as community influencers. Health Ambassadors use their connections and influence to find out what the issues and concerns are. Many are also faith representatives or volunteers with community and voluntary sector organisations. The group relies on social media such as Facebook and Whatsapp having positive conversations and providing information and awareness with people who are often fearful.

The impact of COVID-19 and the built environment

We are reviewing some of the wider impacts of health equity in the Built Environment. The Marmot Review 10 years on clearly shows that improvements have been slow and sometimes stood still. The data shows rising child poverty, the closure of children's centres and a rise in homelessness nationally. We know that the impact of the pandemic and the massive increase in applications for universal credit, including the increase in the use of foodbanks, will have an impact on mental and physical health – so does the conditions of our built environment.

Some of the key areas that we will be developing our research on is the use of space and access to green spaces, air quality, how people interact and how they are able to access services. Early on in the pandemic, it was clear that COVID-19 did not impact all population groups equally, with difference for infection and rate of death shown for age, ethnicity, male sex and geographical area.

Public Health England's analysis of survival among confirmed COVID-19 cases showed that after accounting for the effect of sex, age, deprivation and region, people of Bangladeshi ethnicity had around twice the risk of death when compared to people of White British ethnicity. People of Chinese, Indian, Pakistani, Other Asian, Caribbean and Other Black ethnicity had between 10 and 50% higher risk of death when compared to White British.

COVID-19 has highlighted and exacerbated long-standing inequalities affecting Black, Asian and minority ethnic communities. For example, minority ethnic communities are more likely to live in overcrowded housing, deprived areas, and have jobs, which expose them to higher risk of infection. Whilst a complex issue with new evidence and research constantly

emerging, it is clear that existing health inequalities, of which our built environments play a key role, continues to affect our Black, Asian and minority ethnic communities' quality of life.

Ahead of the COVID-19 pandemic, 32% of households or 7.6 million people in England had at least one major housing problem relating to overcrowding, affordability or poor-quality housing. Housing can affect health outcomes – including physical health directly from poor quality homes, and mental health from affordability or insecure housing. The effects of poor housing disproportionately impacts the most vulnerable communities, including Black, Asian and minority ethnic communities.

Young people and the youth justice system

The Youth Offending Service aims to provide the best quality services to all Southwark young people who are referred to the service. Following an inspection by Her Majesty's Inspectorate of Probation in summer 2020, the Youth Offending Service was assessed as fully continuing its journey to delivering excellence and ensuring that young people receive high quality services.

In 2020, the Youth Offending Service undertook research to discover why the young people we are working with are disproportionately from black backgrounds, compared to the overall population of the borough. This research identified a set of circumstances that has led to a cycle of disadvantage for black young people growing up in Southwark.

- School exclusions - black children more likely to be excluded for short term periods
- Children diagnosed with educational needs - black children are less likely to have a specialist plan (Education health and care plan, EHCP) produced to help them, when learning needs are identified by a school
- Police stop and search - black children two times more likely to be stopped and searched than a white child
- Courts - black children more likely initially to plead not guilty at court and subsequently receive more punitive sentences
- Residence/ poverty - disproportionate number of youth offending service (YOS) caseload live in the poorest wards in Southwark
- Youth Offending Service caseload is increasing disproportionality compared to 3 years ago

In response, the Youth Offending Service will ensure an expansion of partnerships with agencies providing specialist support to black young people e.g. Hood Mentality and provision of specialist mental health inputs made available to black young people attending the service.

We will collaborate with organisations that are committed to addressing racism through a partnership with St Michaels School to examine recent black history.

We have discussed this cycle of disadvantage at the Southwark Youth Crime Management Board in September 2020. The Youth Offending Service managers sit on police stop and search panels and contributes actively to reducing disproportionate stop and searches.

The Youth Offending Service provides data about school fixed term exclusions to Southwark Education department so they can challenge individual education establishments about their exclusion processes. The Youth Offending Service court staff continue to meet with local solicitors to ensure that court advice given to young people will produce the best results for them.

Our Youth Offending Service staff receive training to ensure they can identify likely learning needs associated with young people. Our partner agency is Youthink who promote the lived

experience of young people being shared both within the service and across Southwark and beyond. The aim of sharing is to ensure the services offered by the Youth Offending Service are relevant to young people.

These activities are very much a start our response the criminal justice cycle of disadvantage. We continue to discuss these issues regularly as a service and regularly review our performance to learn if we what we are doing is reducing ethnic disproportionality both within our service and amongst our partner agencies. We are keen to meet with residents and groups within Southwark to listen to other people's views of what we can do better.

Developing our research skills –an example of peer led research

The Young Foundation combines uses 'community ethnography'; this is where the researcher is actively participating in the research itself. It is where people with lived experience of the issues being studied are directly leading and undertaking the research. It is empowering for a community and gives greater authenticity within the research process. The Young Foundation has used this method of research into looking at inequality within communities.

Peer led research can help to encourage us to think differently and be more creative in how we build community strength. A local peer researcher will have excellent knowledge and insight to share but also help to define what is missing in a 'traditional' approach towards research – the emotional attachment to place.

This type of research is also a powerful way of engaging directly with marginalised communities and those that are often underrepresented in community engagement through deeper conversations with people that may be more 'trusted'. Hearing from people and in places that do not normally engage is exciting as it allows us to begin thinking about the 'whole' of our community. This also creates an opportunity for sensitive conversations about challenging subjects

The contacts and social networks of the peer researchers allow for seldom heard groups to access the research and share their opinions. Like the Health Ambassadors model, it means using influence and networks and shared aspirations to connect to provide a more valid view of what is happening.

Next steps

1. Council wide commitment and campaign in the community on the collection of lived experience and the need for the council to collect information about our communities for equality analyses;
2. Implement measures and agree targets on the collection of equality monitoring information;
3. Work with London Council's on the development of a central pool and learning lab and implement good practice gained;
4. Collect and share new local data on lived experience, data and research across the eight themes of the programme;
5. Information and data from the programmes three workshops to be shared with our community;
6. Offer a development opportunity for a young employee from a Black, Asian and minority ethnic background to work with peer researchers to challenge and improve practice across services using lived experience, data and research;

7. Offer an opportunity for a lived experience practitioner/peer researcher from a Black, Asian and minority ethnic background to advise on tackling racial inequalities using lived experience, data and research by challenging and improving practice across services;
8. The Consultation Institute to run workshop on Equality and Inequality consciousness within the 5-phase engagement approach for our community and voluntary sector;
9. Undertake research into the lived experience of undocumented migrants.

Southwark IS Standing Together- one voice

YOU said, we DID – our achievements one year on...

This section will focus on our achievements and progress in key areas of action across our eight Southwark Stands Together themes of Employment and Business, Education, Health, Culture, Communities, Interaction with the Police, Renewing and Reinventing our spaces and buildings and our workforce. It will evidence success and our plans to embed the work across the council.

Many people from diverse backgrounds across Southwark are accessing quality jobs. Locally inspired Black, Asian and minority ethnic-led small businesses are also thriving, backed by accessible and effective business support

Employment and Business

Southwark has a thriving local economy and our businesses and employers are an essential part of what makes Southwark a unique place to live and work. The economy has been hit hard by Covid-19 and the impact on some local businesses has been severe. We are proud that despite the recent challenges we supported our local businesses by awarding £16.2m through discretionary grant schemes. Of those that declared their ethnic background, almost 48% identified as minority ethnic businesses.

As we emerge from the pandemic, it is particularly important that we support these businesses to build resilience, sustain and grow. We know that people from Black, Asian and minority ethnic backgrounds have been disproportionately impacted by the pandemic and can face barriers to starting up and growing their own business due to difficulty accessing funding, business support and business networks. That is why we will be launching new business support services, which will provide effective business support to small and medium enterprises. We will be working with our business communities to help shape the services to meet their needs, and will put measures in place to check that they can be accessed by anyone, no matter their age, gender or ethnic background.

The pandemic has also had a devastating impact on people's jobs, and in particular on young people and Black, Asian and minority ethnic communities. 80% of people who use Southwark Works, our employment service, are from Black, Asian or minority ethnic backgrounds. We are pleased that almost 85% of people the service supported into work also represented the diversity of our communities, but we know that there is more to do to address the structural racism and inequalities highlighted by Covid-19. That is why we are

evaluating our employment service to look at what more we can do to support people from all backgrounds to access good-quality employment opportunities. This includes apprenticeships, internships and careers information so that Southwark is a fair, equal and diverse place to work and that people from all backgrounds can rise to the top of the workplace.

The impact of the pandemic on individuals and businesses will be felt for a long time to come. We are working with our communities every step of the way. This is what we have done so far and what we plan to do next:

Listening to Southwark's businesses

We have begun to collect data on the ethnic background of Southwark's business owners. We are now able to contact over 1000 businesses, which identify as from a minority ethnic background, which we were not able to do previously. This means that we can involve them in the design of our business support services and make them aware of funding and business development opportunities from which they can benefit.

Over the summer, we will work with them specifically to explore what they need most to help their businesses start up, grow and build resilience as we emerge from the pandemic. This means that when our new service launches we can be confident that it meets the needs of those who need it.

Equal access to funding

We are supporting an independent review of the way the council awards grants to businesses and community organisations. This will inform how we award grants in the future to make sure that Black, Asian and minority ethnic businesses face no barriers to accessing funding.

Access to employment support

We reviewed Southwark Works, our employment service, and found that it is accessible and supports people from a diverse range of backgrounds into work. However, we know that the term 'Black, Asian or Minority Ethnic' does not capture the individual experiences of all people, races and ethnicities in these groups. Our next step will be to scrutinise our data even further, to better understand whether Southwark Works meets the needs of people from every ethnic background.

What we learn from the data will inform how we reach out to our communities so that every person who needs employment support is aware of the service and able to access it.

This will not be a one-off. We will continue to measure how accessible our business support and employment services are to people from Black, Asian and minority ethnic backgrounds so that we tackle the racial and structural barriers, which hold back individuals and businesses from playing a full part in our economy.

Our young Black, Asian and minority ethnic people are participating fully and meaningfully in an environment where their heritage is reflected in teaching as well as receiving exposure to new opportunities and excellent support for their transition into the world of work

Education

Southwark's schools and education settings are recognised as excellent, with 94% of our state-funded schools judged by Ofsted to be "good" or "outstanding". Our children and young people are representative of the diverse mix of ethnic heritage, cultures, health and wealth backgrounds that live and flourish in our borough. Our school staff, teaching and non-teaching are talented and passionate about developing the best in our children and young people, so with Southwark Stands Together we are building on some excellent existing practice.

Our schools were quick to respond to the murder of George Floyd and have been keenly aware throughout the pandemic of the challenges faced by our children, young people and staff members, and of the inequalities that have been brought to centre stage by the disruption to their daily lives. Many of our schools immediately reviewed their curricula and resources and created spaces for their young people to voice their concerns. We know that there is a lot of excellent, inclusive, practice out there in Southwark and we want to support the sharing and celebration of this work by hosting a webpage where schools can share their resources.

While Southwark's pupil population is incredibly diverse, our teaching and senior leadership is less so, comparatively. One of the most important ways that we can inspire our young people is by having visible role models that reflect them and their backgrounds at every level of a school, organisation, or society, and in a variety of professions. Some of our local school leaders have talked about how important this visibility has also been to them in their career and how they feel a responsibility to be that role model for the children and young people in their care.

We want to make this easier for schools by sharing effective practice for inclusive recruitment and for staff at every level by providing opportunities for them to develop and showcase their leadership skills. We know that racial literacy is a journey, whatever your background and we want to help schools and those that support them, to develop the confidence to challenge poor practice when they see it or hear it and to have conversations about, and develop a deeper understanding of, the context in which they are working. We think that training mentors and providing mentoring opportunities is one way to support this objective.

Funding is in place to support this work and we will commission a provider to design and deliver mentoring training for us to offer to schools free of charge. We also have funding to support our schools to release staff to take part in mentoring or being mentored, or to deliver development sessions on our behalf.

We want to provide careers leaders in schools with a central place to share and host information and development opportunities, and to build networking and careers opportunities for our young people. With the help of our young people, parents, carers and businesses, we will review our own work experience programme to check that it is meaningful and relevant in today's job market. We will encourage schools to do the same.

We have two great challenges in this work. The first is around time: harnessing the work that schools are doing and encouraging them to work strategically across the borough to share information and data and celebrate their practice- within the academic year. The second

relates to finance: the funding we have been awarded will not cover every staff member in every school and we must develop a fair system that combines our funding contributions with other school funding opportunities and existing budgets to make mentoring a self-sustaining process.

We know that change takes time and we are committed to moving this forward in an effective, sustainable way.

Key Achievements

Resourcing to build a webpage to host curricula, resources and career information: The Southwark Standard

We have the funding to support designing and managing a Southwark Standard webpage for schools that will host schools' diverse and inclusive curricula, resources and career information in one place. This will be free to access for schools.

The role will be advertised locally in the summer term.

Funding for a mentoring programme for school staff

We will commission an organisation to develop a mentoring programme for us. We are currently designing a process for this and will be welcoming expressions of interest from relevant organisations in the summer term.

Funding to support schools to cover time away from the day job for members of staff to become mentors or receive mentoring

This will be a nominal amount to help schools to release staff from their day jobs as part of their career development.

A review of our work experience programme to make sure it is meaningful

Our young people, parents and carers, and businesses will help us to audit our own provision and to support schools to audit theirs.

A session to attract more black professionals to apply for governor roles in Southwark's schools

We will design a session that schools can take to businesses to attract more black professionals to the role of governor in Southwark. This session will also be adaptable to be used wherever more representation for minority groups is required.

An assessment of the needs of governors and school improvement partners to understand what they need to develop their racial literacy

We will conduct a needs analysis of those people who support school leaders to find out what they need to develop their own racial literacy when supporting schools and school leaders.

Work with the Southwark Governors Association to develop training for governors

We will work with the SGA to develop specific training for governors around inclusion and equalities.

Work with the Learning and Achievement team to develop specific training for school improvement partners

We will work with the Learning and Achievement team within the council to develop specific training for school improvement partners around inclusion and equalities.

Harnessing the passion and commitment of our Black, Asian, and minority ethnic communities to address health inequalities hearing their views on effective health and care and working with a fully mobilised health sector.

Health

Southwark is a centre for health and care excellence with world-class hospitals and innovation in health improvement. We have narrowed the health gap between Southwark and England. However, some persistent and stark inequalities within Southwark, which still exist. We are committed to reducing health inequalities in our Black, Asian, and ethnic minority communities and will work with our communities and across the health sector and partners to tackle institutional racism, remove barriers and improve experiences of Black, Asian and minority ethnic communities.

Over the past year, we have worked closely with our communities to carry out extensive health and wellbeing conversations and engagement exercises. We now have a better understanding of how the pandemic has disproportionately impacted our population and the actions we can take. We launched the Community Health Ambassadors and Community Health Grants to support our communities to be safer and to protect them.

We are providing focused health checks to help identify potential health problems earlier so that they can be prevented. We are extending a broader range of health improvement activities to support people to be healthier and to recover from the effects of COVID-19 and lock down isolation. We have also learnt that our different communities have excellent insight and want to share their experiences with us and be involved in co-designing solutions. We are developing opportunities to do this.

Our greatest challenge has been making these changes when the health and care sectors have been on the frontline of fighting a pandemic and keeping the vulnerable safe. It has been a difficult time to mobilise this pressurized sector. As we emerge from the intense pandemic response, our aim is to strengthen the involvement of health and care partners and reflect on how we can change our practices, processes and hold each other to account to address the issues identified by Southwark Stands Together.

Achievements

Changing the way we work

We have:

- Trained Council staff to better understand the impact of the pandemic impact on people in our communities and services, and on how they can tackle health inequalities as part of their day to day work by making their services more accessible to communities experiencing greater disadvantage.

- Reviewed and analysed the available pandemic data and used this to inform and shape deep dives and collaborative workshops with local communities to start developing solutions to make our services more accessible, culturally sensitive and wrap around for vulnerable groups.
- Used the data s and feedback drawn from the deep dives to develop the Health Inequalities Framework. This is now adopted by the Health and Wellbeing Board, which is chaired by the Leader of the Council. The learning will be integrated into major local strategies including the refreshed Joint Health and Wellbeing Strategy. This work will inform and hold the local system to account through commissioning and service development plans so that health inequalities continue to be addressed.

Working with our Community

We have:

- Established innovative ways of working with communities. We have set up the [Southwark Culture Health & Wellbeing Partnership](#) to capture diverse and seldom heard voices to hear about their experiences of inequalities and to work together on solutions. This project uses art and culture as a means for bringing people together to tackle inequalities.
- The Community Ambassadors Programme has recruited over 85 Ambassadors drawing on the expertise in our diverse communities and empowering and supporting them to prevent the spread of COVID-19. Over two thirds of our Ambassadors are from Black, Asian and Minority Ethnic backgrounds. Our Ambassadors have helped develop outreach sessions to address the concerns raised by different communities and to increase vaccine uptake.
- We have awarded grant funding to 7 VCS organisations to develop tailored communications to prevent COVID-19 in their communities, including using music, information events, group discussions, training and language lines to reach different communities.

Strengthening our support

We have:

- Increased uptake of NHS health checks by high-risk Black, Asian and Minority Ethnic residents through targeted communications. Residents will benefit from our enhanced Healthy Lifestyle Hub and our Obesity Management projects, especially for those Clinically Extremely Vulnerable and those who are recovering from long-COVID.
- Reviewed our Children and Young People’s Emotional Wellbeing and Mental Health services to understand barriers to access for Black, Asian and Minority Ethnic communities and are developing actions to address the issues identified. We created Black, Asian and Minority Ethnic community Mental Health roles to build partnerships between services and communities and increase the support options available.

Our next step is to review our current processes and practices, including how we design, commission and deliver services, to understand how these contribute to inequalities.

Greater opportunities for our Southwark based Black, Asian and minority ethnic artists to receive support in the development of new products and showcasing their work with increasingly diverse and supportive organisations.

Culture

Southwark has always been a centre of creative excellence with a vast cultural footprint that sets it on the international stage. From the docks of the Thames to the green parks in the south of the borough, there are world-class galleries, theatres, museums, colleges and libraries. We are home to makers and creators, film sets and festivals, spaces and studios. The people living, working and studying in Southwark, and our growing visitor numbers, all contribute to this diverse, unrivalled cultural landscape.

We recognise that art is one of the most visible ways that people share ideas and influence the thinking of others. The floor design in the South London Gallery in Camberwell, founded in 1891, reads: “the source of art is in the life of a people”. We know that we need to do more to ensure that the art made here and the cultural experiences that people can take part in truly reflect the lives of all the people of Southwark.

Recently, the community and arts sector has told us that young people need to be given positions of responsibility so they can be heard earlier, that creatives need showcasing opportunities for their products, that more places are needed in which the strong traditions of community celebration are welcomed, and that more funding needs to be given to those who are under-represented.

Having secured the funding required to make change in the areas people told us they wanted prioritised, we are therefore working to ensure that the boards of arts organisations are more representative of our diverse communities, so that a wider range of people with varying life experiences have a say in how those organisations are run and what decisions get made. This work forms part of our pledge to address and prevent structural racial inequalities and structural racism within the arts services we deliver in the borough by changing who is in a position of influence.

We are also working to ensure that a greater range of people get paid opportunities to make art, so that more diverse worldviews are represented on our stages and in our galleries. This work forms part of our pledge to listen to and amplify diverse voices.

The greatest challenge of this work is that it is only a start: there is a long way to go before the decision makers at Southwark’s many leading arts organisations and the art that gets made in Southwark fully represents the communities on our doorstep. The challenge will be to ensure that the support we are able to give to arts organisations, artists and board members achieves lasting change, and that, although the funding available won’t go far enough, it needs to be a meaningful example that accelerates the journey towards racial equity.

Our Achievements

Board Representation

A new programme of training, peer learning and support has been confirmed and will launch later this year. It will help the boards of the borough's arts organisations become increasingly diverse. This programme will support a greater range of people from different ethnic backgrounds to become board members for the first time. By the end of March 2022, as a result of this new programme, 10 to 15 new board members will be in position and will have a say over how Southwark arts organisations are run.

Arts organisations who want to take part in the programme in order to diversify their board can express their interest here [insert hyperlink]. Arts organisations who take part will need to commit formally to upholding the Southwark Stands Together pledges.

Southwark residents from Black, Asian or minority ethnic communities who wish to register their interest in participating in the training programme and then joining an arts organisation's board can register their interest here [insert hyperlink].

The partner organisation we will be working with to deliver this training programme has a team that is 90% from Black, Asian or minority ethnic communities and is 50% female.

Artist Funding

A new programme of funding for artists will launch later this year. It will offer funding to artists from Black, Asian and minority ethnic communities that could be used to buy materials, hire rehearsal space or to pay themselves and other artists they collaborate with for their time developing new products. By the end of March 2022, as a result of this new programme, we will have awarded grants to five Black, Asian or minority ethnic artists.

Showcasing Opportunities

A showcasing programme has been confirmed and will launch later this year so that artists who receive funding to make work also have opportunities to showcase it to decision-makers from arts organisations around Southwark. This could mean that in the future their work is included in art gallery exhibitions, performed on theatre stages, or featured in festivals.

Culture Grants

A review of our Culture Grants funding has begun and, in order to ensure the work we are doing benefits people who are currently under-represented, arts organisations that we fund now need to tell us whether their boards represent the different ethnic backgrounds of the people who live in our borough and how many of the artists they employ are from Black, Asian or minority ethnic communities.

We have also confirmed that a new funding programme of grants for a wider range of arts and culture organisations will launch later this year. Funds will be awarded to help organisations implement the Southwark Stands Together pledges as part of their year-round activity, so that the commitment to making anti-racist change continues to be honoured in the years ahead.

Black, Asian and minority ethnic communities play key roles in shaping their services, supporting their neighbours, creating together spaces that are vibrant

warm and welcoming and sharing equally in local resources, such as spaces and funds.

Communities

Southwark is an extraordinarily diverse Borough with a rich history of community activism and engagement in civic life with communities supporting and working together to improve the lives of the people around them. The recent pandemic has vividly demonstrated how important these networks have been to the survival and well-being of our diverse communities. This is especially so for our grass roots and faith organisations who have played a significant role in helping Black, Asian and minority ethnic communities thrive. We need to ensure that we are supporting and contributing to our thriving communities as well through the way in which we invest and engage in our different communities.

We are developing a community toolkit that will be based on the evidence we gather through our research, and listening and will be prepared in partnership with a working group involving the community. The outcomes and recommendations of the communities grant review will feed into a wider review into council grant making which will complete in the autumn 2021.

The outcomes of the work on the toolkit and grant making will actively contribute to us moving to a place where equality and diversity are key considerations in how we use our resources to invest in our communities and community infrastructure, and make our engagement with our Black and Asian and minority ethnic communities better. This will lead to improved access to and delivery of services. The work we are doing through our collaboration with key individuals who are supporting both the work on developing the toolkit and reviewing the grants process ensures that black and ethnic minority voices are at the centre of the recommendations we will make on grants and in drafting the toolkit.

The way in which we have approached the delivery of both projects, placing residents at the heart of the process is based on the principle of building trust and confidence in the council and its commitment to changing the experiences of our Black, Asian and minority ethnic communities.

Community Southwark is a key partner in both projects. They have successfully raised funds for an employee to support their work to engage more widely people from a range of communities and host networks to ensure a range of voices are developed and heard. Their role will be critical in holding us to account through their networks for our delivery of these commitments and how the outcomes are embedded across the council. In addition, the newly launched engagement advisory panel and the engagement annual review will enable wider review and reflection of our work to achieve greater engagement with our Black and Asian and minority ethnic communities.

One of the greatest challenges we face is about building relationships of trust and extending our reach and connectivity with a much wider range of the communities that live locally. Without this trust, engagement and participation will be difficult. We are building this trust by working closely with intermediaries such as the REACH Alliance and enabling community members to lead elements of the programme. We are supporting people for the leadership role they are playing. We want community representatives on our project boards to play a full role and be treated as equal partners as we deliver the programmes.

One issue to emerge is how we continue to find out about new communities and map change in our communities so we are able to reflect this in how we reach and invest in the people that live here. As a starting point, we are going to commission some research into our migrant communities and the impact that no recourse to public funds has on this community. Measuring the impact of community engagement and investment has been hard to quantify.

Other key progress so far

Established a Project Group

We have established a project group to oversee the development of the guidance that includes representatives from the Black, Traveller, Latin American, and faith communities. This guidance will set how we can best reach different communities and support them to get involved. It will be developed through understanding the lived experiences of our different communities and the barriers they face in getting involved and amplifying our diverse voices

Working with our community and voluntary sector partners

We have worked with REACH Alliance and Latin American Network (a group of Black, Asian, and ethnic minority networks) to decide how we will connect with people to gather the insight we need to write the guidance and learn more about people's experience of engaging (or why they do not engage). This ensures that the voice of the people who will be impacted by the toolkit are placed at the centre of how we write it, and help us to address structural racism

Community conversations

We have prepared community representatives to lead the facilitation of the conversations where we will dig deeper on how we can better engage and involve a range of communities.

Working with industry experts

We are working with the Consultation Institute to identify best practice across the country. The information they provided and the resources they have indicated will help improve the way in which the council connects with and involves its Black Asian and minority ethnic communities and this work will be used to build the community toolkit.

Community engagement event

An event took place on 17 June 2021 to speak to Black Asian and minority ethnic communities about what a community toolkit needs to contain and what are the issues it needs to address. Thirty people signed up for the session, which was promoted through Community Southwark, Faith networks, voluntary sector networks, empowering communities networks. At the event, we explored what community engagement meant, memorable experiences of engagement and what great engagement would look like. The outcomes from this event will inform next steps planning on the toolkit.

Agree scope of the grants review

The purpose of the review is to consult with stakeholders on the current grant making by the council and use this to identify areas and processes where improvements are needed. Through this, we will tackle racism, injustice or inequality in grant making and commissioning. We also decided to seek a definition of Black Asian and minority ethnic organisation so we can more clearly account for how we are meeting the needs of Black Asian and minority ethnic communities in the future. Without this it is more difficult to drive change. The grants we are looking at are both capital and revenue.

Shaping the scope of the grants review

We have discussed the review with the Voluntary and Community Sector liaison group, which is a group of representatives of the networks assisted by Community Southwark and lead organisations in the voluntary sector, to shape the scope of how the project will be managed. This group meets regularly with the council. Fourteen members of community

organisations attended ranging from representatives of disability, advice, older peoples, community hubs, health and Black, Asian and minority ethnic organisations alongside 10 different officers from the council

Commissioned Equinox

We have commissioned an external organisation Equinox a Black-led organisation to carry out the grants review, because they demonstrated a real passion for the work, saw the commission through a race lens and understood the environment and culture of Councils. They bring considerable experience of working on projects like this and engaging with communities to consider these kinds of issues.

Project Board

We have appointed a project board to oversee the work that has community and council members. The project board were involved in the selection of the Equinox. It will monitor and support the delivery of the work plan. The community representatives were selected by the Black, Asian and ethnic minority networks at Community Southwark. Council officers on the board are from services that deliver grant programmes. It is important to the integrity of this project that this work is done visibly so the communities that have challenged us can be confident that we have explored and responded to racial inequalities.

The community members are playing an important part in encouraging participation in the process from the communities they work with, which supports the process in being inclusive and representative. As a starting point for the conversation, and to ensure that the review has wide reach, is inclusive, fair and representative we have begun with a survey targeted at those who have applied for grants.

We will publish the community toolkit on both our intranet and website as part of a wider toolkit for staff and others such as developers and VCS to use to shape their engagement on a range of projects and activity. We will report on how well we engage with our Black and Asian and ethnic minority communities in our annual review and use this to further refine and inform our engagement work. We will support the embedding of the toolkit through development of a learning and training programme for staff.

A community that can celebrate good news stories where Black, Asian and minority ethnic residents are working closely with the police and developing increasing levels of trust and confidence through positive engagement models.

Interaction with policing

Southwark is a vibrant borough and its partnership work to tackle community safety issues and keep residents safe is often seen as cutting edge. The Council has a strong and positive working relationship with the Police in the Borough, which is vital to make sure residents feel safe where they live, work and are educated. Our work to support victims of domestic abuse

is seen as impactful. This is also the case for the training in schools to raise awareness to prevent hate crime and the support to help victims and perpetrators of knife crime affected by issues such as gang affiliation and county lines.

Relationships between the community and police needs to be continually strengthened. This in essence is the core of the 'interaction with policing' theme of work. Every positive and constructive interaction that residents have with the police is vital in building trust and confidence. Through the work already underway, we recognise that meaningful change is not easy to achieve. It takes time, patience and compassion. It also means thinking and doing things differently.

Over the past 12 months, we have listened to residents including young people and worked alongside those with lived experience. We recognise that building trust is also linked to acknowledging the trauma held by the Black, Asian and minority ethnic community on their experiences of stop and search. For some, these interactions have been life changing and we feel privileged to be working alongside residents and community organisations that do not just want to share their stories but be advising and guiding us to achieve progressive change and impact.

Young people have told us they want to play a central role supporting us to do "*things differently*" and changing the perception of the "*them and us*" culture between young people and Police. To ensure the voice of the young person is heard in the design and delivery of our work we secured funding to set up the Young Independent Advisory Group. They will ensure that the voice of young people influences the work of both police and community safety.

Work is underway with extra monitoring and scrutiny groups being created to monitor police stop and search arrangements. The Police Encounter Panels are part of the new MPS engagement approach with Southwark being an early pilot area. This panel will be co-chaired by the Borough Commander and a Community Leader. This different approach will enable those with lived experience to give an account of their experience and identify and inform change. It will enable us to improve future experiences of stop and search and other policing approaches for residents across Southwark. Our Young Independent Advisory Group already have a seat at this table to support the change.

Other key progress so far

Training

Since September 2020, local voluntary organisations have been delivering cultural equity training to new and existing police recruits working across the borough. The aim is to build confidence and trust in the police from the community (particularly diverse communities) where we see the highest levels of disproportionality. The work will be achieved by highlighting and discussing personal experiences of racism, bias and discrimination. In the words of one of our local delivery stakeholders, Elevated Minds, "*Without communication and listening, sustainable change cannot happen*".

New dedicated officer

Our new dedicated staff member will be organising events over the next 3 to 6 months to build a network of residents who will work on embedding ongoing engagement using appreciative inquiry. We will be working with our network to arrange these events over the next 12 months. We will be organising awareness raising events for all residents on community safety and seeking community champions to signpost the wider community to support services when they need them.

Youth Independent Advisory Group (YIAG)

We have learnt through the disproportionately of young people involved in the Criminal Justice System it is imperative to embed their voice across the delivery of policing and community safety. A Youth Independent Advisory Group has been formed with over 25 members aged 14 and older. The group of young people, some of whom have experience of the system, have been victims of crime or come from areas where youth violence affects them on a daily basis. This group runs regular peer to peer sessions about relevant subjects such as knife crime, gangs, drugs and county lines. The YIAG also engage with the police on how they deal with young people and seek to improve community safety.

Community engagement

The newly created Young Independent Advisory Group have held several events with Metropolitan Police Officers to discuss areas such as 'stop and search' and the effect it has on young people across Southwark and London. The most recent was in April 2021 which was an event held for parents to ask about issues that may affect their children such as gangs and youth violence and county lines. These events have also been used to review how the police and local authority can best communicate more effectively with residents including those who feel disempowered.

Stop and Search

The Young Independent Advisory Group are co-producing a young person's community-friendly guide relating to stop and search delivery, an individual's rights, and options when stopped and searched. Young people are currently designing this guide with peers in other London boroughs. Once completed it will be distributed to young people in Southwark in September 2021.

Communications strategy

Our new dedicated officer will work together with residents to co-design and co-produce a new communications strategy to better inform and provide advice across Southwark. In particular, to celebrate local charities that have been awarded monies to help tackle crime across the borough for the community by the community. Through the conversations, we have had so far with the community future communications will be designed and delivered differently to ensure impact and reach. Our commitment here is to ensure that we make this happen, in line with the SST pledges and do so as a continuous learning journey.

A review has taken place of how local neighbourhood police teams are using social media and the guidance circulated. A dedicated communications officer is now in post to support the wider neighbourhood team's messaging and to ensure consistency of approach. In addition, the police Senior Leadership team are using social media to post short film clips to communicate with local communities.

The community safety landscape is fast paced and the ability to respond swiftly to new and emerging issues including supporting the community is a constant challenge. We want to ensure that what we have learnt from lived experience and what residents have told us matters is actioned not just in what we do but also how we do things.

We will build on the success of our online events focused with young people, policing and community safety including borough-wide face to face events with young people on other subjects that affect them. We will hold 'state of policing' sessions, which will be shaped and directed through our working with all residents, including tenant's residents associations, parents and young people.

Through the new YIAG, we plan to develop the training and development of police officers by working with young people with lived experience allowing differing perspectives to be discussed openly to get to know "*the person not the uniform.*" We will work with communities to better understand how we can further build trust and confidence.

A great opportunity for our Black, Asian, Minority Ethnic people in Southwark to collaborate in developing diverse and inclusive open spaces to the public that establishes best practice standards, shapes key policies and celebrates our communities.

Renewing and reinventing our open spaces and buildings

Peckham has a rich and diverse identity and the community has a distinct and proud sense of attachment to their local area, which is embedded in their core values of belonging and identity. The square is at the heart of the community therefore should reflect the rich and diverse identities of residents and local businesses.

However some members of the community, particularly young people and families, feel they have been excluded from previous local events and activities. These members have expressed a hope that the council will develop and maintain the square as a public destination, where local artists, performers and businesses will be able to showcase their talent and offered at a cost affordable to everyone.

We identified Peckham Square as a pilot scheme to reshape our traditional procurement process; we created a steering group of local people with lived experience to lead and shape the development. The group were instrumental in selecting the architect based on their approach to diversity and inclusion as well as design. This process has led to a smaller emerging local practise being awarded a contract previously unattainable to them. This is part of our pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.

As a Black, Asian and minority ethnic led architectural practice working in a highly competitive largely white male dominated industry, we have experienced racial inequalities first hand. It is our primary desire to engage the minority and marginalised within any community when appointed as designers on a civic project. Spheron Architects 2021.

The council recently set up a new selected group of architects for future projects in Southwark, which identified some of the best designers in the UK. This has already begun to nurture a new generation of designers to start working for Southwark and other London councils.

However, we need to go further to provide a framework, which offers a representative and comprehensive panel of architects who come with a range of ethnicities, socio-economic backgrounds and experience that reflects our communities.

To create places of interest we have begun a journey to work with those who are prepared to break new ground, present innovative ideas, who understand the complexities of inner city environments. We want to be closer to our communities and provide role models to young people, interpret their aspirations and approach each project with an open and creative mind

and with a commitment to social values. This is part of our pledge to ensure that people of all backgrounds can rise to the top.

Our listening exercises with the community showed us that the public realm plays a huge part in every resident and visitor feeling safe, welcome, and like a valued member of the community or not. We know that young people in particular need to see a public places that reflects their identities, interests, and role models. This is part of our pledge to listen to and amplify our diverse voices on how we create an inclusive, fair and representative places at all levels.

Improving by learning

We have captured and learnt from the communities in and around Peckham Square and are going further by shortly setting up a series of pod casts and workshops hosted at 91 Peckham High Street, for more information and to provide feedback visit <https://peckhamsquare.commonplace.is/>

We have started on our designs for Peckham Square and our initial plans from our listening exercises will be available this summer

We have gathered views and opinions of our current planning processes and will use these to create a new way of engaging and involving the local community in future developments

Following our public realm listening and panel debate last summer, an internal workshop took place to understand how public art is commissioned. We are now committed to develop a new policy and we will work with the community during the autumn to hear people's views on how art in public spaces can better reflect and celebrate the range of people and the stories of those who live, have lived and have contributed to the rich history of Southwark

We will develop our listening by hosting a series of agenda-free conversations that use Open Space Technology, a democratic way of holding conversations that means that anybody who attends has an opportunity to decide what is discussed. We will explore how we can work with local design students to produce artwork for bus stops that invites people to share their thoughts on public art

Involving and inspiring future generations

We have reviewed our delivery of workshops in schools and this year we will re-launch and refresh these with some of our local architects supporting. These workshops will create a blueprint for social value in future developments embedding the views of young people and delivering education in public spaces and places to future generations in Southwark ensuring everyone has the chance to rise to the top

Creating equality for all

To ensure that all people from all backgrounds can rise to the top we will create job opportunities for local young people to deliver, shape and engage with communities on how our future policies for public spaces should look like

We have begun our journey in creating London's first diverse inclusive architects framework where some of the very best emerging architect practices will be part of. This framework will be used for future projects across all council led sectors: housing, education public, commercial and, in many instances mixed-use developments

Shaping our future places

To provide an open and transparent culture we have begun developing guidance on the future names of our public places (street names, housings developments, sculptures) with more focus on celebrating the achievements of our diverse history

We have undertaken wider listening exercises over the last year with those who both work in the built environment and are representative of our local communities. We will build on this by hosting future workshops with those who work in design and build projects that have lived experience. The networks will challenge us to address where our current practises are falling short in terms of inclusion and ensure we listen and amplify our diverse voices

Learning from our past

To address structural racial inequalities we have begun an audit identifying names of streets, building, and sculptures in Southwark that have historic links with slave trading and we will engage with local communities on how address and learn from this. We aim to engage with wider communities in creating a list of inspirational names that celebrate and enrich the local environment to be used in future development naming opportunities

We have begun to address some of the systemic racial injustices by committing to collaborate with organisations who demonstrate our Southwark Stands Together Pledges in their working practises and supply chains

Creating a culture where everyone can be themselves at work and are supported to achieve their full potential in an organisation that is representative of the community and that has pledged to become an anti-racist organisation.

Workforce

Improving the experience of Black, Asian and minority ethnic employees and wider community

Our workforce theme is concentrated on improving the experience of our Black, Asian and minority ethnic employees. Whilst the theme is inward focused, we know many of our colleagues live in Southwark, and our advocates and ambassadors in our local community.

One of the key pieces of work we are doing, to connect with the community, is a review of how we recruit staff. We have made changes to our recruitment practices and procedures, based on feedback from our workforce; Increasing opportunities for Black, Asian and Minority ethnic colleagues to progress to senior management positions in the council.

Following on from our listening circles in 2020, we appointed an external Equality, Diversity and Inclusions (EDI) partner, DWC, to co-design ways for us to understand and appreciate the lived experience of Black, Asian and minority ethnic colleagues through solutions focused conversations.

Celebrating our Diversity

We have put on a number of events to celebrate our Black, Asian and minority ethnic colleagues through our career stories and conversations series. This has raised the profile of our valued Black, Asian and minority ethnic colleagues, promoting a sense of belonging,

providing inspiration for others to develop their careers and to reach senior level positions in Southwark Council and our communities.

We have celebrated race equality events such as Race Inclusion week, which took place in February. The first Black Inclusion week took place at the beginning of May. We have plans to continue celebrating events such as South Asian Heritage Month during July and August and Black History Month in October.

Listening to our staff

We will keep having 2-way conversations with our workforce, where we listen to concerns and build in solutions to make improvements. A recent example of this is our recent decision to stop using the term 'BAME'. We carry on workforce dialogue, to explore how we update our language and ensure all employee's voices are heard.

The focus of our work has been to help encourage debate to make sustainable changes that make a real difference. This is being achieved by working with our recognised trade unions, staff network groups, employee representatives and the workforce as a whole. This is helping us to stay in touch with the workforce to implement changes they suggest through the use of positive action to improve diversity and address issues of under-representation and disadvantage in areas such as recruitment and promotion of people with protected characteristics particularly those from Black, Asian and ethnic minorities.

Anniversary of George Floyd Murder and supporting staff with anti-racist training

In May, we observed the anniversary of the sad murder of George Floyd and we put on community and workforce events as a point of commemoration of the racial inequality that led to this tragedy.

We have designed anti-racists sessions for leaders and managers, giving them space and time to explore their important role in leading equalities, diversity and inclusion. We have developed initiatives to embed positive action to improve the experience of our Black, Asian and minority ethnic colleagues in the council.

Supporting our Senior Staff in Equality, Diversity and Inclusion training

Our strategic directors understand their leadership responsibilities on equality, diversity and inclusion and are accountable for the production and delivery of departmental action plans to embed positive action throughout their services. Our leaders and managers have also committed to a development programme to continue to re-educate themselves to ensure that equality, diversity and inclusion is embedded in all our practices as a business critical issue.

Our leadership development offer includes (but not limited to):

- Training to support Senior management handle '*imposter syndrome*'(difficulty in believing one's success is deserved or as a result of their skills);
- Helping managers have difficult conversations with their staff;
- Respecting different opinions and ways of thinking, that are put forth considerately;
- Protecting your teams wellbeing and by creating 'psychologically safe' teams, whereby staff will not fear punishment or humiliation of they speak out on any unacceptable behaviours they might witness;
- Showing managers that leadership is a privilege that gives empowers them to make important decisions, and also to be accountable for the impact of their decisions and the staff that they lead;

- Making sure that our managers understand our Equality Diversity and Inclusivity commitments as an organisation.

Feedback from our workforce inspired a review of our anti-racist development offer, including development initiatives to re-educate and upskill our teams. This includes (but not limited to) development and training on:

- Bite-size Equality and Diversity training such as:
- Explaining concepts of '*White privilege*' (perceived advantages possessed by white people on the basis of their race) and '*white fragility*' (perceived discomfort and defensiveness of white people when information about racial inequality is broached) and 'Micro aggressions' (actions that subtly or unintentionally discriminate against members of marginalised groups);
- Anti-racist training – that reminds staff of the councils commitment to equality and diversity and looks at ways of broadening opportunities for minority staff who are under-represented or over looked in the work place;
- Build a community of colleagues that support staff who are from minorities or feel marginalised. These supporters might be called inclusion allies.

You can find out more about how we are working to tackle racism, discrimination and inequality by visiting

www.southwark.gov.uk/engagement-and-consultations/southwark-stands-together

If you would like to get involved, please email SST@southwark.gov.uk