

## **APPENDIX 1**

# **A Fairer, More Equal Southwark: Valuing Diversity and Promoting Equality and Inclusion**

## **Southwark Council Equality Framework 2021**

## Contents

Foreword.....	1
Introduction.....	3
Our Equality and Diversity Commitments.....	6
Our Equality and Diversity Principles and Responsibilities.....	8
Our Equality Objectives.....	10
The Borough Plan, Southwark Stands Together and the Southwark Equality Framework...	13
The Socio-Economic Duty addressing socio-economic disadvantage.....	16
Key Work Areas.....	17
Monitoring and Analysis.....	19
Strengthening Equality Governance: Key structures for implementation, monitoring and overview.....	23
The Equality, Diversity and Inclusion Action Plan.....	27
Borough Demographics: Knowing Our Communities.....	40

## Foreword

### Cllr Alice Macdonald, Cabinet Member for Equalities, Neighbourhoods and Leisure

Southwark is an incredibly diverse and vibrant borough. Our strength comes from this diversity and we are extremely proud of the benefits this brings across to all aspects of life from our economy to our communities.

However, we know that inequality is far too prevalent in our borough – that not everyone has the same opportunity in life and discrimination is still too high. For example, it's estimated that 40% of children are living in poverty and there is a greater than average amount of income deprivation with the average neighbourhood 50% more income deprived than an average neighbourhood in London.

COVID-19 is having a significant impact on our communities. The immediate and longer-term impacts will not be felt equally and are likely to exacerbate existing health, social and economic inequalities.

The murder of George Floyd threw into stark relief the racism and discrimination that still exists including right here in Southwark. In response we launched Southwark Stands Together - a long term programme of positive action developed with our communities to tackle racism and achieve equality. This work will continue to be a huge priority for us and this Framework will help strengthen the implementation of it.

As we look tentatively to a recovery from Covid we will ensure that tackling inequality is at the heart of everything we do. We have to do things differently – being explicit about what kinds of inequalities we are focussed on tackling, building on the way communities came together to help each other, the rapid rallying of efforts to tackle some of the biggest scandals of our time like homelessness, racism and violence against women and girls and maintain a focus on ensuring no one is left behind and all voices are heard. As we move into an uncertain future we must all redouble our efforts.

This Framework and accompanying action plan are a key part of that picture. Equalities is everyone's business- this framework must be owned and lived by everyone in the council and can only be delivered together. The framework:

- **Sets out clearly eight equalities objectives**, which demonstrate specific areas where we are tackling inequality and promoting equality which will enable our communities to hold us better to account.
- **Strengthens our equality governance** to enable effective leadership and organisational wide sharing of good practice and consistency. This includes the establishment of a new equalities advisory group, an internal senior level officer-working group and a commitment to strengthening external networks.

- **Reaffirms our commitment** to put communities at the heart of all our decision making ensuring that equality analysis is informing all of our work and that the voices of everyone including the most vulnerable and marginalised are heard.
- **Sets out a clear pathway** to enable us to strengthen our data, evidence and research on inequalities and the needs of our communities so we are making the best decisions with the best information and delivering appropriate and relevant services able to meet the diverse needs of local communities.
- **Develops a more robust process for equality impact and needs analysis**, equality proofing procurement and commissioning to find out about and respond to the needs of diverse service users so our services work for our communities. This will include undertaking a full 360 equality audit which will be scrutinised by elected members, staff and community/voluntary sector stakeholders.

As a Council, we will strive to be a model of best practice including ensuring our workforce is representative of our community. But we cannot and do not want to do this alone - we will continue to work with our partners across the voluntary and community sector, businesses, key institutions in our borough and our communities to promote equality. Thank you to everyone who helped to shape this framework and I look forward to working with everyone across our borough to address inequality, promote equality and deliver a fairer future for everyone in Southwark.

## Introduction

The Southwark Equality Framework explains how the council is putting equality at the heart of everything we do. It sets out what the legislation expects of us and what the council is committed to doing to mainstream our equality, diversity and inclusion work and make it part of our day to day business. The Framework demonstrates how equality legislation and Council equality, diversity and inclusion commitments are central to all that we do.

The Framework sets out our ambitions for residents and staff, provides a description of how the council meets its obligations to equality and finally sets out an action plan of continual improvement; what we will do to strengthen the approach we take to embedding equality in everything the council does.

The Framework is about making a real difference to people in Southwark by:

- Focusing us on where we put our efforts and resources to make a real difference to tackling inequality for example through the commitment to undertake a more detailed analysis of inequality in Southwark and identifying what our cross council priorities are for closing the gaps it identifies for particular communities so that these inform our future actions.
- Recognising that some people find it difficult to access services or take part in public life. By promoting equality and inclusion we will remove barriers to services and opportunities. We will take practical steps to improve the way we provide our services and act to tackle discrimination that affects specific groups.
- Working with communities to identify their needs and make sure they are met, ensuring that everyone has the information they need about our services in formats that are accessible and appropriate to them.
- Making sure that organisations providing services on our behalf follow our approach to equality by ensuring our commissioning and procurement processes incorporate equality analysis findings and Council equality and diversity principles in tenders, specifications and contracts as relevant and appropriate to each area.
- Setting out clearly our equalities objectives, which demonstrate specific areas where we are tackling inequality and promoting equality which will enable our communities to hold us better to account.
- Strengthening our equality governance to enable effective leadership and good practice and consistency. Making sure that our decisions, policies and services respond to the needs of diverse service users and work for our communities and staff.
- Ensuring that we put communities at the heart of all our decision making sure that equality analysis is informing all of our work and that the voices of everyone including the most vulnerable and marginalised are heard.

- Ensuring consistency of approach and practice across all services and functions we provide, which are performance managed, transparent and accountable and achieve meaningful equality, diversity and inclusion outcomes for communities and staff.

The Framework builds on our values as a council that are set out in the borough plan. These are that we will:

- Treat residents as if they were a valued member of our own family;
- Be open, honest and accountable;
- Work for everyone to realise their own potential;
- Spend money as if it were from our own pocket;
- Make Southwark a place to be proud of;
- Always work to make Southwark more equal and just;
- Stand against all forms of discrimination and racism.

The borough plan commits us to making Southwark more just and fair, and taking positive action to tackle the inequalities, which still affect too many people. It includes a specific commitment to strengthening our current approach to equalities, embedding it further in everything we do as a council. Our Equality Objectives are embedded in the borough plan.

The Southwark Equality Framework replaces our Approach to Equality, which was first agreed in 2011. It builds on the Local Government Association's Equality Framework for Local Government, which brought together good equalities practice from across the sector into a set of key indicators for improving practice. These have been adapted to the six key work areas that underpin the Southwark Equality Framework. These are:

- Leading Equalities – Demonstrating Leadership and Organisational Commitment.
- Knowing Our Communities – Community Engagement, Data and Lived Experience.
- Working with You - Neighbourhoods, Place Shaping and Partnerships.
- Working for You - Responsive, Accessible and Inclusive Services.
- Our Responsibilities – A Skilled, Representative and Valued workforce.
- Equalities in Commissioning and Procurement.

The Southwark Equality Framework is based on the Council's commitments to the Public Sector Equality Duty (including the Socio-Economic Duty) and Equality Act 2010, the borough plan commitment to making Southwark fairer and more equal and builds on the Local Government Association's Equality Framework for Local Government approach adapted to the Southwark context. The Framework is about targeting effort where improvement is most needed to tackle inequalities within and between communities. It is also about promoting equality, good community relations, tackling barriers to equal access and preventing and addressing all forms of discrimination, including systemic and institutional discrimination.

The journey to equality is one of continual and on-going improvement. It requires a Framework to be in place to ensure that journey is visible, accountable and transparent to local communities and staff. It requires an infrastructure to be in place to enable that journey

to be strategically led, long-term, enabled, continued, be sustainable, performance managed and reviewed by councillors, communities and staff.

The Equality Framework is designed as both an on-going developmental framework and one, which helps to evaluate and performance manage developments, actions and outcomes. The Equality Framework helps to build the infrastructure needed for meaningful, transparent and accountable equality actions, practices and outcomes.

The Framework also outlines the Council's equality, diversity and inclusion vision, commitments, areas of work and equality objectives.

The Action Plan will be reviewed and updated annually. Summary versions of the Framework will be published and available for our communities and our staff.

DRAFT

## Our Equality and Diversity Commitments

Southwark is a unique, diverse and vibrant borough and our greatest asset is our residents and communities. Our borough plan sets out our vision for united, connected communities across the whole borough and everything we do as a council aims to ensure that the opportunities Southwark has to offer are accessible and open to all. Inequality, injustice and discrimination are still huge challenges and we are committed to breaking down inequality and creating a fairer, more just society.

We share an ambition to create a fair, safe, accessible, welcoming and inclusive borough, where everyone feels they belong, feels respected and valued, has a voice and an equal opportunity to succeed and thrive. Our Commitments to our residents are staff are that:

### As a Community Leader, we will:

- Always work to make Southwark more equal and just.
- Stand against all forms of discrimination and racism.
- Actively promote good community relations, promote equality, tackle inequality, value diversity, prevent and eliminate discrimination, harassment and abuse.
- Represent the views of local communities and bring their views into the council's decision-making process in our role as community leaders. We will also work to make Southwark a borough where all feel welcome, safe, included, valued, respected and share a common sense of belonging.

### As a Service Provider, we will:

- Actively find out about diverse needs and impacts in all that we review, develop commission, procure and plan, so that we are able to provide responsive, appropriate and effective services and functions.
- Enable access to provision of services and functions through tackling barriers and making necessary adjustments.
- Consider the diverse needs in the borough as part of daily business, not just a legal requirement, but integral to the provision of adequate and appropriate services and functions in Southwark.

### As an Employer we will be:

- A borough that has a diverse, inclusive and well equipped workforce, which is valued and representative of local communities and enables services to respond to diverse needs.
- A borough that promotes equal access in its recruitment and retention of staff; and promotes respect, valuing diversity and inclusion in its daily practice.
- A borough that takes positive action to address under representation at senior levels of its workforce.

- A borough that will continue to promote and provide employment opportunities for our residents and enable successful outcomes for apprentices.

**We aim to be a borough that:**

- Works to eliminate discrimination, racism and inequality, including the impacts of structural and institutionalised discrimination, harassment and taking a zero tolerance approach to hate crime.
- Treats all complaints of discrimination, harassment and abuse seriously and has effective systems in place to respond appropriately and in a timely fashion.
- Promotes equality, inclusion and diversity in our work with external partners, and in the commissioning and procurement of services.

DRAFT

## Our Equality and Diversity Principles and Responsibilities

Equality and equity is an issue for us all. We do not all start from the same place; to create a fairer society we need to recognise different needs, different barriers and experiences, including the impacts of discrimination and disadvantage.

We want to be a borough where everyone has the same opportunity to fulfil their potential. This will involve addressing inequalities; undertaking reasonable adjustments; using legislation to undertake positive action where evidence requires targeted actions; meeting diverse needs through finding out about and understanding how to meet these in our services and functions.

We recognise that sometimes people may need differing treatment to make their opportunities the same as another's. This is about enabling equal opportunities, addressing the impacts of disadvantage and discrimination, tackling barriers to access and promoting equality.

The Council is fully committed to and required to comply with its duties under the Equality Act 2010 including the Public Sector Equality Duty. The Council is also fully committed to implementing the Socio-Economic Duty contained within the Equality Act 2010 even though this is not yet in force in England. This includes having due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Council's equality, diversity and inclusion principles include:

- The promotion of equality, equity, equality of opportunity, human rights, tackling inequalities, including those arising from socio-economic disadvantage to be a borough where your background does not determine your life chances.
- Tackling inequalities and promoting equality in relation to the different protected characteristics as outlined in the Public Sector Equality Duty.
- Preventing and eliminating systemic and institutional discrimination and tackling harassment and victimisation.
- Valuing, understanding and celebrating diversity, promoting inclusion, respect and good community relations to be a borough where everyone feels welcome, valued, safe and respected.

The Public Sector Equality Duty requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty set out above. The different protected characteristics in the Equality Act include all those who experience discrimination, disadvantage or harassment by virtue of their race/ethnicity, sex, gender re-assignment, disability, sexual orientation, age, religion/belief, marital/civic

partnership status or pregnancy/maternity status. In addition, the Council will also include socio-economic status. We recognise that many people with protected characteristics have more than one protected characteristic. We will consider the intersectionality of protected characteristics so that we can tackle the disadvantages that arise from how these interconnect.

Central to all our work is putting people and communities at the heart of our decision making; equality and diversity is about the whole community; it is about each person who lives, visits, studies or works in the borough. It closely aligns with the approach set out in the borough plan of everything we do as a council working towards a fairer, more equal and just Southwark.

This Equality Framework is about understanding how people:

- Experience different barriers to equal access and to equal opportunities;
- Experience different structural barriers;
- Have diverse needs;
- Experience disadvantage and discrimination arising from a protected characteristics.
- Experience multiple disadvantages and discrimination arising from how a range of protected characteristics, identities, structures and experiences interconnect.
- How we use this understanding to inform change, shape and develop services and places.

We also recognise that characteristics interconnect and people are often disadvantaged by multiple and overlapping sources of discrimination and disadvantage. Understanding this intersectionality of identities and characteristics is important and will inform the way we address inequalities and promote equality within the council and our local community. Intersectionality recognises that everyone has their own unique experiences of discrimination and we must consider everything and anything that can marginalise people.

We want to be an example of best practice in implementing this Framework to our peers and to local businesses and voluntary and community sector organisations and will work with others to champion and support good equality practice.

## Our Equality Objectives

The Public Sector Equality Duty requires us to publish one or more specific and measurable equality objectives every four years that demonstrate areas where we are tackling inequality and promoting equality. In the Southwark Equality Framework, we have identified eight areas of focus to reduce inequality and promote equality, which affect specific groups. We will review and update these on an annual basis. These eight objectives are to:

### Stand together against all forms of racism and discrimination

#### We will:

- Strengthen our approach to equality embedding and integrating it in everything we do as a council.
- Increase representation of Black, Asian and minority ethnic communities in community leadership positions.
- Celebrate the rich diversity of the borough and promote good community relations and inclusion.
- Continue to implement all recommendations arising from our Southwark Stands Together programme.
- Make Southwark a Borough of Sanctuary, working with community groups and partners to help and support refugee, migrant and asylum seekers in Southwark, and campaign to end the Hostile Environment.

### Tackle health inequalities so everyone can live a healthy life

#### We will:

- Close the gap in health inequalities that affect our Black, Asian and Minority Ethnic communities.
- Tackle food insecurity in a way that tackles the inequality, root causes and reasons behind it.
- Invest in our leisure centres so every resident can access high quality leisure services and so that leisure services contribute to tackling inequality.

### Reduce the number of vulnerable people in our borough, including by providing targeted engagement and support to groups most affected by COVID-19

#### We will:

- Develop and lead a Community Support Alliance bringing together the voluntary & community sector, council, NHS and volunteers to support our communities through the pandemic and beyond, building on the work of Southwark's Community Hub.
- Work with the NHS to promote take-up of COVID-19 vaccination to relevant populations
- Provide targeted engagement and support to groups most affected by COVID-19, including Black, Asian and minority ethnic residents, older people and those with disabilities and long term health conditions.

## **Provide decent homes for all**

### **We will:**

- Tackle housing inequality and ensure everyone has access to a good quality home that meets their needs by working to drive up standards across council housing and across the private rented sector.
- Increase the number of council homes in Southwark, with at least 1,000 more built or on site by 2022.
- Take action to reduce the number of empty homes in our borough, so more local people can move into them.
- Work to end rough sleeping in Southwark, including by campaigning for an end to 'no recourse to public funds' laws that trap people on the street.
- Deliver the Great Estates Guarantee initiatives so that every council estate is clean, safe and cared for.

## **Give young people in our borough the best opportunities in life**

### **We will:**

- Support schools to close the attainment gap and ensure children can catch up on education missed during COVID-19.
- Support 100% of children and young people with a diagnosable mental health need
- Work towards 100% inclusion of pupils in Southwark schools.
- Invest in young people in Southwark, ensuring our youth services meet their needs and giving them a stronger voice in decisions which affect them.
- Guarantee education, employment or training for every care leaver.

## **Put communities at the heart of everything we do from services to decision-making, ensuring everyone is heard especially marginalised communities**

### **We will:**

- Strengthen our equality governance so it enables effective leadership and organisational wide sharing of good practice and consistency.
- Ensure that good quality evidence and research about the needs of our communities is the driver for our policies, procedures, services and actions.
- Put communities at the heart of all our decision making ensuring that equality analysis is informing our work.
- Work with our partners in the community, voluntary and wider public sector, as well as the private sector, to share best practice and work to common goals; to promote equality and value and celebrate the rich diversity of Southwark.
- Develop a diverse, skilled, inclusive and well- equipped workforce, which is valued and representative of local communities and enables services to respond to diverse needs.

## **Deliver a fair and green economic recovery where no-one is left behind**

### **We will:**

- Deliver our economic renewal plan so that it supports inclusive growth and community wealth building that benefits local people.
- Help 5,000 people into work including a Southwark Green New Deal to create 1,000 green jobs. Our employment work will include a focus on tackling inequality and

those most impacted by the pandemic including young people, young people with Special Educational Needs (SEND) and Black, Asian and Minority Ethnic Communities.

- Help our high streets to be thriving, vibrant and inclusive spaces that generate shared prosperity and social value.
- Guarantee access to education, employment, training or volunteering for every school leaver focusing on specific communities where people experience greatest disadvantage.
- Support residents who have lost their jobs because of COVID-19 targeting those groups disproportionately affected including young people, Black, Asian and Minority Ethnic Communities and those in low-paid jobs.

## **Tackle abuse, harassment, exploitation and violence**

### **We will:**

- Support domestic abuse survivors.
- Implement the Violence against women and girls strategy.
- Deliver the Hate Crime Action Plan in line with the Southwark Stands Together Programme.
- Work with communities to find local solutions that protect young people from community harm and exploitation, including knife crime.

Our approach to tackling inequality and promoting equality is embedded throughout our Borough Plan 2020-2022, that aims to ensure that everything that we do as a council is to work towards a fairer, more equal and just Southwark.

## The Borough Plan, Southwark Stands Together and the Southwark Equality Framework

The Council has a vision to create a fairer future for all by promoting social and economic equality in an economically vibrant borough. The Borough Plan describes how the Council will deliver the vision through promises and commitments that the Council has made to the people of Southwark.

*‘Everything that we do as a council is to work towards a fairer, more equal and just Southwark. Our values inform how we will do this, and will guide our decisions and determine how we deliver on the commitments that we have made.’*

The borough plan also acknowledges that the COVID-19 pandemic has had a huge impact on our borough. Responding to the pandemic and supporting our borough through this difficult period is our biggest priority, alongside working towards the borough’s long-term recovery. The unequal impact of the pandemic on different communities including Black, Asian and minority ethnic communities, people with disabilities and people on low incomes, has shone a light on wider inequalities and injustice in our society. Our priority is to work with communities in Southwark to tackle this inequality and build a stronger, more equal borough.

### Southwark Stands Together

Southwark Stands Together is a borough wide initiative in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and minority ethnic communities and to the inequalities exposed by COVID-19. Southwark is one of the most diverse boroughs in the country, and as an authority, the council is showing through the long term programme of positive action our solidarity and support for Black Asian and minority ethnic residents, and a commitment to work together to tackle racism and achieve equality.

Through Southwark Stands Together, the Council and community have been breaking new ground in tackling racism, discrimination and inequality using data, lived experience, and understanding the needs of residents facing multiple disadvantage. Alongside this, continuous learning is taking place around better governance and accountability through an internal equality-working group.

Our Southwark Stands Together programme remains a priority for our workforce over the coming months and years as we embed the outcomes of the programme into business as usual. However, there will be on-going oversight of progress around equality, diversity and inclusion. This will ensure that we continue to improve the experience of our Black, Asian and minority ethnic colleagues, to eliminate discriminatory practices across the council, whilst continuing to protect the health and well-being of our workforce through the adoption of anti-racist interventions and strategies.

In response to the research and listening events that took place on the Southwark Stands Together programme there are a series of pledges put forward by the council that the council

is inviting businesses, organisations, groups and residents to join us in signing up to. These are:

- We pledge to promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.
- We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels.
- We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, the organisations we collaborate 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.

These pledges will be integrated into a clear workforce equality diversity and inclusion statement that sets out the Council's ambition for tackling inequalities in our workforce and our communities. We are committed to promoting strategies to become an inclusive organisation that stands against all forms of discrimination. The statement will apply to all council employees; contractors; consultants and any other third parties who carry out work on behalf of the council.

## **Southwark Stands Together and our Workforce**

The Southwark Stands Together Workforce Work stream emphasises the importance of on-going engagement with our workforce through a number of two-way communication strategies consisting of a series of engagement events with our workforce and communities. The Workforce Work stream currently comprises of eight working groups based on feedback from our workforce during 2020. The eight working groups cover key areas where employees would like to see meaningful change and are:

- Career Progression
- Recruitment Practices
- Policies and Procedures
- Employee Experience
- Culture Change
- Leadership and Management
- Engagement and Re-
- Corporate Training

With regard to equality and employment we monitor our recruitment practices to check that we are employing people in a fair and non-discriminatory way. We also publish annual workforce monitoring analysis reports.

The Southwark Stands Together programme provides a useful example of how the Southwark Equality Framework could work in practice and ensure sustainable and on-going continuous improvement in equality, inclusion and diversity work of the Council.

The Southwark Equality Framework incorporates key principles from Southwark Stands Together.

The council's **Health Inequalities Framework** also complements the Equality Framework and is integral to the Council's work in addressing a range of inequalities experienced by local communities. In particular, this work intersects with the Knowing our Communities theme, Responsive and Appropriate Services and Neighbourhoods, Place Shaping and Partnerships themes of the Southwark Equality Framework.

DRAFT

## The Socio-Economic Duty addressing socio-economic disadvantage

By agreeing this framework the council has made a commitment to also considering the impact of socioeconomic status. Although included in the Equality Act the socioeconomic duty is not in force in England. The socio-economic duty requires public bodies to adopt transparent and effective measures to address the inequalities that result from differences in occupation, education, place of residence or social class.

The Public Sector Equality Duty as a positive duty to have due regard to its various strands and promote equality forms a core element of the Council's Framework for Equality together with the Socio-Economic Duty, which asks us to address socio-economic disadvantage together with disadvantages and barriers experienced arising from different backgrounds and protected characteristics in all key strategic assessments and documents produced.

As well as finding out about and giving due consideration to the needs of different protected characteristics, the socioeconomic duty is key in enabling the Council to promote equality, address inequalities and address multiple disadvantages and barriers experienced by vulnerable people in the borough. The socio-economic duty complements the Public Sector Equality Duty; it is about communities of interest (those who share one or more of the protected characteristics under the Equality Act 2010) as well as communities of place and experiences and the impact of multiple disadvantages.

We want to understand the way in which characteristics such as sex, gender re-assignment, race, disability, age, sexual orientation or class, can interact and produce unique and often multiple experiences and disadvantage in a specific situation. It is also about other areas such as being a single parent or carer of an older or disabled person, for example.

Adopting the socio-economic duty is about considering how our decisions and our priorities can help reduce the inequalities associated with socio-economic disadvantage.

The duty is about having due regard to the need to reduce the inequalities of outcome resulting from socio-economic disadvantage in all strategic plans, policies and assessments produced by the council.

Agreeing to take account of socioeconomic factors will be a key mechanism in supporting the most vulnerable in our society and something, which will be extremely important as we emerge from the COVID-19 pandemic.

The council's current approach and template for equality analysis incorporates a section on socio-economic disadvantage. This will be included in the review of the Equality Analysis process and guidance as outlined in the Equality, Diversity and Inclusion Action Plan.

## Key Work Areas

In implementing this framework we will do the following:

### Leading Equalities – Demonstrating Ownership and Organisational Commitment

- Develop our internal management mechanisms and structures to produce positive equality outcomes.
- Undertake a cross-council equality audit as an initial stage of implementation of the Framework to identify areas where we can make sustainable improvements to equality, diversity and inclusion.
- Strengthen equality governance so it enables effective leadership, consistency across the council and sharing of good practice.
- Make Equality, Diversity and Inclusion integral to quality, service excellence and management competence.
- Embed equality considerations in the business planning and performance framework of the council.
- Communicate our progress clearly to local communities and our staff including through a summary version of this framework and annual publication of progress.

### Knowing Our Communities - Community Engagement, Data and Lived Experience

- Review and improve the quality of the information and data we use to make our decisions and the range of ways we gather our knowledge about our communities.
- Make good quality evidence and research about the needs of our communities the driver for our policies, procedures, services and actions.
- Undertake a more detailed analysis of inequality in Southwark, develop a clear definition of inequality and identify what our priorities are for closing the gaps for particular communities across the breadth of what we do as a council.
- Develop our understanding of the diverse needs of local communities to inform adequate, relevant and appropriate services.
- Prioritise where evidence demonstrates greatest need and promote equality, in order to achieve equitable, appropriate and relevant services.
- Tackle barriers to access and make reasonable adjustments

### Working with You - Neighbourhoods, Place Shaping and Partnerships

- Put communities at the heart of all our decision-making, including our place shaping, planning and built environment work.
- Work with new and existing partners across Southwark and promote good community relations celebrating the voices, talents and energies of our communities.
- Work with our partners in the community, voluntary and wider public sector, as well as the private sector, to share best practice and work to common goals; to promote equality and value and celebrate the rich diversity of Southwark.

## **Working for You - Responsive, Accessible and Inclusive Services**

- Ensure all key documents, reports and policies are produced accessibly.
- Ensure our services are tailored to meet the needs of communities and respond to the various inequalities, needs, strengths and characteristics in each.
- Ensure there is a robust process for equality impact and needs analysis and the implementation of action plans.
- Monitor access to our services, including equality monitoring of service users and potential service users and consultation, engagement and research to find out about the needs of diverse service users and use this to inform our services and plans.
- Ensure that all information which is publically available is accessible for all who need and request the information.
- Ensure that all current guidance for staff is up to date about accessible information and accessible Council meetings.

## **Our Responsibilities – A Skilled, Representative and Valued workforce**

- Ensure there are relevant equality objectives built into workforce strategies;
- Develop an understanding of the local labour market and the barriers equality groups face; informs the setting of equality employment objectives;
- Ensure all major employment policies are equality assessed;
- Put plans in place to improve representation at senior levels;
- Develop training and development programmes that address equality issues;
- Ensure there is effective action to address equal pay;
- Develop a workplace culture in which staff are treated with dignity and respect.

## **Equalities in Commissioning and Procurement**

- Promote equality and diversity in our work with external partners and in our commissioning and procurement of services, including exploring how, through use of equalities and other data we can best enable Black Asian and Minority Ethnic organisations to participate in procurement opportunities.
- Work to ensure the equality commitments of the council's Fairer Future Procurement Framework are met including requiring that at least level one of the Mayor's Good Works Standard is met by successful bidders and there is equal pay gap analysis for staff from Black, Asian and Minority Ethnic backgrounds and for women.
- Work to ensure that an equality impact and needs analysis process continues to inform commissioning and procurement processes to enable adequate consideration of meeting diverse needs in services we commission and provide.
- Work to ensure that the social value commitments of the Council's Procurement Framework are met.

## Monitoring and Analysis

### Community Impact and Equality Impact and Needs Analysis

We will review and refresh the council's internal decision-making and current equality analysis guidance to strengthen this. We will ensure that there is a clear section in the main body of each report that summarises key findings from an Equality Impact and Needs Analysis where this is required and demonstrates how these have been considered in the development of the area and decision at hand. An Equality Impact and Needs Analysis process informs the development of a policy, service, review, plan, development etc. right from the project planning stage through to development, decision-making stage, and eventual implementation. It is not a process, which occurs when a Cabinet report is being written or after a decision has been taken.

An equality impact and needs analysis should be published with the final report or an explanation provided as to why one has not been undertaken at this stage of the area at hand.

Decision makers must be directed to this, made aware of what the Equality Act requires them to do and must be presented with sufficient information on which to base their decisions. The duty must be exercised in substance, with rigour and with an open mind – it is not a question of just ticking boxes, or of merely paying lip service. Decision makers are required to weigh up any identified equality impacts and considerations, which includes Council equality policy commitments, together with other material considerations in the final decision making process.

Councils must be able to demonstrate a reasonable and rational decision making process where all relevant evidence has been considered. All officers are also required to use an equality impact and needs analysis process as relevant and proportionate to the area at hand, to see where improvements can be made to meet diverse needs, tackle barriers to access, address impacts of discrimination and disadvantage and promote good community relations.

We will work to continually update and make our information on equality objectives, performance, equality analysis undertaken and other equality information consistent and as accessible as possible for local people.

Equality impact and needs analysis is a tool to help the Council implement this framework and the Public Sector Equality Duty. We will use these analyses to help know and understand local communities through using data, including consultation and engagement, local and national research to help us understand possible equality implications and impacts on local communities in any given area, development, review etc. Equality Impact and Needs Analysis also present opportunities to see how we can improve meeting diverse needs, address disadvantage and barriers to equal access for local communities.

As part of the Action Plan for the Framework, guidance for Equality Analysis will be reviewed and produced and workshops undertaken with staff. Further integration will also be undertaken of the Equality Impact and Needs Analysis process with service planning, review; consultation and engagement; performance management plans; commissioning and

procurement processes; and decision making from earliest stages through to implementation.

We will work towards improvements in our equality monitoring and analysis information of who is using our services and make this information accessible together with wider equality analysis undertaken as part of our decision-making. Equality monitoring and analysis undertaken by Council services and functions will be reviewed. Gaps identified will be action planned to address, including training for staff and communications produced for members of the public. In our monitoring we follow the definitions as outlined in the Equality Act 2010 and in our equality monitoring categories we follow the census 2011 definitions. We also use gender identity in addition to gender re-assignment as it is broader in scope. Using the census definitions is a starting point, for comparability of analysis with the local and national demographic information.

The action plan will be reviewed and updated annually.

### **The budget process and equality analysis**

Improvements in how the Council integrates equality impact and needs analysis in the annual budget setting process undertaken for 2020/21 will continue in subsequent years. In 2020, a member/officer Budget Advisory Panel was set up to help inform the process. This group produced a comprehensive initial cumulative equality impact analysis that looked at the impacts of the council plan and council budget decisions. We will continue to develop and improve this approach and establish member and officer groups to oversee this work.

Further developments in Council equality governance will aim to see links between internal scrutiny of Council equality work undertaken by Overview and Scrutiny and external scrutiny of Council equality work by the Equality and Human Rights Panel as part of the budget Equality Analysis process.

### **Consultation, engagement and equality data mapping**

Good quality consultation, engagement and equality data is key to the Knowing Our Communities area of the Framework and the Council's overall approach to putting communities centre and core to Council decision making. The council agreed an Approach to Community Engagement in 2019. Equality monitoring information and analysis of who takes part in consultation and engagement undertaken as well as further integration with the Equality Analysis process will enable key information about communities of interest and communities of place.

We will embed equality, diversity and inclusion in our community engagement practice recognising that wider inequalities create barriers to people taking part. We will ensure that a diversity of participants are encouraged and able to take part and understand that lived experiences and everyday challenges faced by citizens shape engagement projects that will meet the needs of our communities. Resources are required to foster equality in community engagement and to facilitate participation.

We will ensure that the councils approach to community engagement is embedded across the organisation. We will ensure that our engagement reflects the diversity of people who live and work in the borough, as this is critical to understanding the needs and aspirations of everyone, deliver better services and places. As part of Southwark Stands Together we are developing a toolkit for engaging with Black, Asian and minority ethnic communities in Southwark to enhance our engagement work and will roll this out across the organisation.

Equality Data, Information, and evidence based equality objectives and outcomes will inform our key policy development and decision-making. Equality data is a key starting point for understanding places and neighbourhoods and knowing our communities. We will further build upon the Joint Strategic Needs Assessment information and wider demographic and needs analysis information and make this information accessible as part of the evidence base we use to inform our policy, developments and decision-making. The council will continue to consider how to build this important and key infrastructure area of work. It forms part of the Action plan for the Framework.

### **Equality as an Employer**

With regard to equality and employment we monitor our recruitment practices to check that we're employing people in a fair and non-discriminatory way. We also publish annual workforce reports.

These reports look at the profile of Southwark Council employees and at human resources management activities over financial year. They cover:

- All departments of the council and directly employed substantive employees.
- Key data on our workforce. This includes an overview of the employee profile and some comparative data from previous years.
- Look at the profile of the council's employees against each protected characteristic where information is available (sex, ethnic origin, age, disability).
- Include gender pay gap data as set out in legislation.

The reports are discussed with the constituent trade unions and are published on the council's intranet, (the Source), and the Southwark website.

### **Equality Audit**

The Equality, Diversity and Inclusion Action Plan sets out that this will be undertaken as one of the initial stages of implementation of the Framework and inform our approach in the future. The Equality Audit will be undertaken through departmental equality leads and management Teams to introduce key elements of the Southwark Equality Framework, including how the Public Sector Equality Duty links with day-to-day Council work and where we can make improvements. The intention is that findings from the audit will be scrutinised by member, staff and community/voluntary sector stakeholders and that we will use external independent expertise to facilitate this process..

DRAFT

# Strengthening Equality Governance: Key structures for implementation, monitoring and overview

## Roles and Responsibilities

Every member and officer within the council has a role to play in delivering on this framework. These roles are set out below:

- **Cabinet member with responsibility for equality** to put in place and champion a framework for the council to meet its equality ambitions and duties.
- **Council's Cabinet** to consider equality implications in its decision-making and to advance equality outcomes in cabinet members' respective portfolio areas.
- **Scrutiny function** to ensure appropriate checks and balance within the context of delivering the approach and recommend improvements where needed.
- **All elected members** to play a community leadership role in promoting and championing equality and challenging discrimination.
- **Corporate Management Team** to provide strategic leadership for the organisation in delivering on the equality, diversity and inclusion approach across the council and delivery within specific areas of responsibility.
- **Senior managers** to promote awareness of this approach and for supporting learning and development opportunities to enable departments, services and business units and staff to support the implementation of this approach.
- Through policy, service and business planning, **all managers** are responsible for developing and delivering on relevant equality objectives and in undertaking equality analysis as part of business planning and considering this when developing new and reviewing existing policies, strategies or plans or making decisions about changes to services.
- **All staff** to comply with the requirements of the Council's equality, diversity and inclusion policies and Framework and apply the good practice learnt in their training and development opportunities.
- **Contractors** – while responsibility for compliance with the duty remains with the council, contractors are required to understand and apply the council's equality objectives, standards and behaviours in the services that they provide.

## Scrutiny

The Education and Local Economy Scrutiny Commission of Overview and Scrutiny undertake internal scrutiny of Council Equality Diversity and Inclusion work currently. With

regard to the budget process overview and scrutiny also considers equality analysis as part of its scrutiny of the budget setting process. We will make the link with the scrutiny commission explicit moving forward.

## The Equality and Human Rights Panel

External critical friend scrutiny of Council equality work, including Equality Impact and Needs Analysis is undertaken by a sub group of the Forum for Equality and Human Rights in Southwark called the Equality and Human Rights Panel. The council commissions Citizens Advice Southwark to undertake this work. The Forum for Equality and Human Rights in Southwark and the Equality and Human Rights Panel are composed of community and voluntary sector representatives. The Forum is open to all. The Panel is composed of nominated and selected representatives from Voluntary and Community Sector organisations representing different equality strands. We will also involve Southwark Voice and associated Networks and Groups in all relevant consultation and engagement.

## Underpinning the approach

Responsibility for the equality agenda lies with the whole Leadership Team and to transparently demonstrate this as part of its working practice signals a clear intention to the rest of the organisation that Equality and Diversity is an integral part of the work, ethos and culture of the council. This forms the foundation of an integrated, mainstreaming approach. It is timely to strengthen the focus, governance and accountability of the Council's mainstreaming approach to equality and continue to raise awareness of the equality, diversity and inclusion agenda council wide, with partners and with communities.

In the Southwark Equality Framework, our approach to governance is underpinned by the following:

- Clear Equality objectives in the Borough Plan and departmental business plans. that are evidenced based, i.e. driven by information and data from communities and staff; local and national sources.
- Equality objectives and actions translated within performance management plans and systems, which are regularly monitored and reported.
- Robust equality analysis processes informing decision making, plans, strategies, commissioning, procurement, developments, reviews from the start and progressively built upon.
- Effective and comprehensive equality monitoring systems and equality mapping data infrastructure.
- Equality audit process undertaken as required.
- Robust budget equality analysis processes and scrutiny.
- Inclusive Consultation and Engagement with communities of interest as well as communities of place.
- Publication of accessible information about annual progress and achievements; include equality mapping data.
- Organisational wide ownership, transparency and accountability through for example Departmental Senior Management Teams.

- The roles and responsibilities set out above in the current approach and further improvements to equality governance.
- Achievement of equality outcomes for local communities and staff, which are transparent and accountable.

## **Strengthening Equality Governance**

We will strengthen equality governance in the following ways:

### **Performance Challenge**

The internal mechanism for performance challenge offers a way of embedding equality considerations into the existing internal performance and planning process in addition to the budget process.

This integration would aim to ensure that equality objectives are integrated into organisational strategies and plans and regularly monitor and review progress giving clear evidence of a link between performance management and equality objectives. We will also ensure this is integrated into objectives for individual staff.

### **Equality Advisory Group**

This will build on the budget equality advisory group that operated for the first time in the 2021/22 budget setting cycle, by establishing a quarterly group chaired by the cabinet lead member for equalities that has oversight of the implementation of the framework. This includes the input to the cumulative budget equality analysis and oversight of an action log derived from equality analysis, undertaken as part of the budget and performance challenge process. The makeup of this panel will include cross-party membership and an external member nominated by the existing Equalities and Human Rights Panel.

### **Internal Officer Equality Group**

The aim is to strengthen officer governance through a senior level equality lead officer group made up of one lead from each Departmental Management Team. Membership of this group will consist of management representatives (Equality Champions), other relevant advisors (such as Human Resources) in attendance as required. Meetings will be chaired by the relevant director and take place quarterly. The aims of the group are to provide:

- Senior level officer oversight of the implementation of the framework to ensure that the work plan is managed and they work to ensure that across each directorate this work is understood and delivered.
- Ensuring the link to quarterly review of the forward plan in each directorate and quarterly performance targets, reporting, and performance challenge process.
- Broaden across the organisation knowledge and responsibility for ensuring that equalities are front and centre of what we do and how we make decisions and design services.

- The group will take the lead in ensuring that the reports on equality performance are produced for the member panel.

### **Stronger External Networks: Consultation, Engagement and Scrutiny**

Strengthening the external networks that cover the protected characteristics and working within existing resources to support these and develop and build their capacity for example with the emerging Women's Network.

Through this Framework we will work to enhance the role of external networks including Southwark Voice, the Forum for Equality and Human Rights in Southwark and the Southwark Equality and Human Rights Panel, the Council's "critical friend" in ensuring that our policies are as fair as possible. It commits us to being clearer on our approach to engaging different equality groups and networks including those for LGBTQ+ people, women, people with disabilities, faith groups, older and young people and Black and Minority Ethnic Communities and building their capacity to work in partnership with us on promoting equality.

These networks will form the core of a multiagency partnership that meets annually to review an annual partnership equality report and input to the next year.

We will also work with our voluntary and community sector partners on developing our knowledge and understanding of areas where data is not readily available, tapping into their knowledge or particular protected characteristics or communities.

## The Equality, Diversity and Inclusion Action Plan

The overall aim of the Framework is to ensure the successful mainstreaming of equalities into the everyday practices and functions of Council-related operations. It aims to introduce effective monitoring mechanisms and procedures, which measure the progress of the mainstreaming agenda and prompts action to be taken where gaps need to be addressed and where discrimination is found to have occurred.

Through the plan, we will pursue an agenda of organisational learning and cultural change in conjunction with the Council wide drive to promote continuous improvement and on-going development in Southwark's overall Equality, Diversity and Inclusion performance as a Council.

Explicit co-ordination and monitoring of Equality, Diversity and Inclusion objectives and actions is required at Council wide and departmental levels to enable explicit progress, accessibility, accountability and communication to communities and staff.

As part of work to implement the Equality Framework we will produce an annual comprehensive Equality, Diversity and Inclusion Plan to make clear and transparent all Council wide and departmental equality, diversity and inclusion objectives, actions and outcomes.

Findings from the Council wide equality audit process will also inform the annual Equality, Diversity and Inclusion Plan.

## Action Plan for Implementation of the Southwark Equality Framework

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
<b>Objective 1: Stand together against all forms of racism and discrimination.</b>					
Strengthen our approach to equality embedding and integrating it in everything we do as a council.	Southwark Together	Leading Equalities	<p>Agree and rollout council-wide equality framework and action plan including workshops and development for all staff.</p> <p>Undertake Equality Audit by using the Equality Framework for Local Government benchmark of good practice for local government as a self-assessment framework and tool to assess what currently LBS has in place, areas of good practice and identify gaps to address.</p> <p>Undertake 360 degree appraisal process incorporating:</p> <ul style="list-style-type: none"> <li>• Assessment by service areas, functions; departments in the Council</li> <li>• Feedback from staff support networks and Unions on the self-assessment</li> <li>• Feedback from community and voluntary groups</li> <li>• Feedback from Cabinet Leads; Overview and Scrutiny.</li> </ul> <p>Produce Case studies of good equality practice as part of Equality Audit working with partners to develop and share these.</p>	Communities	<p>Agree Framework July 2021</p> <p>December 2021</p> <p>June 2022</p> <p>September 2021</p>

			Develop communications plan to update our information on equality, diversity and inclusion including as an initial stage ensuring data on our population is accessible and shared on our website		
Increase representation of Black, Asian and Minority Ethnic communities in community leadership positions and promote good community relations and inclusion.	Southwark Together	Working With You	<p>Work to increase % of Black, Asian and Minority Ethnic individuals across cultural sector boards.</p> <p>Work to increase % of Black, Asian and Minority Ethnic individuals across council supported voluntary sector organisations.</p> <p>Work to increase % of Black, Asian and Minority Ethnic individuals across Tenants and Residents Association (TRA) committees.</p>	Leisure Communities Communities	Ongoing
Celebrate the rich diversity of the borough and promote good community relations equality and inclusion.	Southwark Together	Working With You	<p>Review culture and events grant funding programmes to ensure they deliver on Southwark Stands Together commitments.</p> <p>Ensure that 100% of funding for events and culture is proportionately reflective of the demographic make-up of the borough.</p> <p>Develop new creative research, development &amp; showcasing support scheme for Black and culturally diverse artists to launch in 2021/22.</p> <p>Offer 5 Black, Asian and Minority Ethnic artists research, development and showcasing opportunities.</p> <p>Using a variety of engagement methods, carry out a full consultation with residents and community groups to help shape the final plans for a Black cultural centre.</p>	Leisure	April 2022
Continue to implement all recommendations arising from our	Southwark Together	Knowing Our Communities	Deliver the Southwark Stands Together programme.	Strategy and Economy	July 2022 then ongoing

Southwark Stands Together programme.					
Make Southwark a Borough of Sanctuary, working with community groups and partners to help and support refugee, migrant and asylum seekers in Southwark, and campaign to end the Hostile Environment.	Southwark Together	Knowing Our Communities	Establish a Southwark Borough of Sanctuary Forum and develop a partnership action plan.	Communities	August 2021  Action Plan October 2021
<b>Objective 2: Tackle health inequalities so everyone can live a healthy life.</b>					
Close the gap in health inequalities that affect our Black, Asian and Minority Ethnic communities.	Tackling Health Inequalities	Knowing Our Communities	Deliver the health inequalities framework for Southwark action plan.  Train 100 managers and service leads in ways to tackle inequalities each year.  Increase the proportional uptake of the Health Check programme by Black, Asian and Minority Ethnic residents to 50%.	Public Health	October 2021
Tackle food insecurity and in a way that tackles the inequality, root causes and reasons behind it.	Tackling Health Inequalities	Working With You	Review progress with key partners delivering the current food security action plan.  Formulate new priorities for food security in light of COVID-19.  Produce Sustainable Food Strategy.  Number of families supported through food security interventions including Holiday Food Support.	Public Health	April 2022

			Tonnes of surplus food redistributed to community food projects in the borough.		
Invest in our leisure centres so every resident can access high quality leisure services and so that leisure services contribute to tackling inequality.	Tackling Health Inequalities	Working For You	Complete leisure contract options appraisal with route to implementation and action plan for agreement by cabinet in light of COVID-19 pandemic to deliver optimum management model.  Development of outdoor physical activity opportunities.  Maximise take up and attendance of free swimming lessons.	Leisure	October 2021  October 2021  When Covid Guidance permits
<b>Objective 3: Reduce the number of vulnerable people in our borough, including by providing targeted engagement and support to groups most affected by COVID-19.</b>					
Develop and lead a Community Support Alliance bringing together the voluntary & community sector, council, NHS and volunteers to support our communities through the pandemic and beyond, building on the work of Southwark's Community Hub.	Covid-19 Response	Working With You	Establish the Community Support Alliance Model – enabling cross referral and partnership forming between services.  Implement recommendations of the review of the Community Hub with agreed performance targets.	Communities	April 2022
Work with the NHS to promote take-up of COVID-19 vaccination to relevant populations.	Covid-19 Response	Knowing Our Communities	Work with the NHS and partners to support roll out of COVID-19 vaccination programme including targeting eligible populations who are more vulnerable.	Public Health	Ongoing

Provide targeted engagement and support to groups most affected by COVID-19, including Black, Asian and minority ethnic residents, older people and those with disabilities and long term health conditions	Covid-19 Response	Knowing Our Communities	Develop and implement the health ambassadors programme including recruiting ambassadors from Black, Asian and minority ethnic communities and supporting Voluntary and Community Sector groups that work with diverse communities including older people and people with disabilities.  Provide clear and simple messaging to target groups in a variety of formats and languages.	Public Health  Public Affairs	In Place  Ongoing
<b>Objective 4: Provide decent homes for all.</b>					
Tackle housing inequality by working to drive up standards across council housing and across the private rented sector.	Homes for All	Working For You	Drive up Standards in the Private Rented Sector through a gold standard for private rental properties and establishing a Renters Union.  Launch an Empty Homes Action Plan.  Increase the number of new council homes in Southwark.  Deliver Great Estates Guarantee.	Environment /Communities  Resident Services New Homes  Resident Services	October 2021  Plan agreed actions ongoing
Increase the number of council homes in Southwark.	Homes for All	Working For You	Increase the number of council homes in Southwark, with at least 1,000 more built or on site by 2022.	New Homes	2022
Take action to reduce the number of empty homes in our borough, so more local people can move into them.	Homes for All	Working For you	Resume service to support property owners/landlords with funding to bring empty homes back in use.  Evaluate the potential for the Council to offer to purchase empty properties that offer development opportunity.  Audit empty homes in the borough.	Resident Services/Asset Management	Ongoing  Ongoing  2021/2022

			Launch an empty homes action plan.		
Work to end rough sleeping in Southwark, including by campaigning for an end to 'no recourse to public funds' laws that trap people on the street.	Homes for All	Working For You	<p>Introduce initiatives to help homeless clients into work and provide support to help them manage a tenancy.</p> <p>Provide additional support for private renters to prevent homelessness.</p> <p>Develop a campaign on 'no recourse to public funds', including lobbying government and Parliament to make changes to national legislation.</p>	Resident Services	Ongoing
Deliver the Great Estates Guarantee initiatives so that every council estate is clean, safe and cared for.	Homes for All	Working With You	<p>Deliver the agreed 7 estate improvement pilots (in the north of the borough: Canada and Rockingham estates, in the centre: Elmington and Brandon estates and in the south of the borough: Rye Hill, Kingswood and Friary estates).</p> <p>Carry out a review of the delivery of the pilots and take learning from these to the further extension of the great estates programme.</p> <p>Pilot and review scalability of Great Estates Guarantee initiatives.</p> <p>Assess resident satisfaction with Great Estates programme.</p>	Resident Services	December 2021 with review to commence
<b>Objective 5: Give young people in our borough the best opportunities in life.</b>					
Support schools to close the attainment gap and ensure children can catch up on education missed during COVID-19.	A Great Start in Life	Working For You	<p>Attainment and learning gaps identified by schools and RAG rated for all pupils who are, or who have fallen, behind.</p> <p>Online learning platform Continuing Professional Development offered to all schools that need it.</p>	Education	Ongoing

			<p>All schools have identified pupils without hardware or internet access.</p> <p>Work with Regional Schools Commissioner to gather information about academies and promote online/ remote learning via school communications.</p> <p>Number of maintained schools tracking attainment gaps and providing appropriate intervention.</p> <p>Number of maintained schools ready to provide remote learning.</p>		
Support 100% of children and young people with a diagnosable mental health need.	A Great Start in Life	Working For You	<p>Ensure that council funding for Child and Adolescent Mental Health services is protected and increased in line with inflation.</p> <p>Work with Southwark NHS Clinical Commissioning Group to implement the recommendations of the Southwark Joint Review.</p> <p>Improved emotional wellbeing amongst Children and Young People through an investment in universal and targeted services.</p> <p>Emotional Health and Wellbeing Support Services in Southwark Schools - number and percentage of schools.</p> <p>Parental Support Services - support satisfaction survey.</p>	Commissioning	Ongoing
Work towards 100% inclusion of pupils in Southwark schools	A Great Start in Life	Working For You	Creation of Inclusion Charter with Southwark Schools	Education	April 2022

Invest in young people in Southwark, ensuring our youth services meet their needs and giving them a stronger voice in decisions which affect them.	A Great Start in Life	Working With You	<p>Develop and deliver the appropriate governance structure and take forward the recommendations of the Youth Services review.</p> <p>Ensure that every young person, carer and professional in the borough has access to up to date and comprehensive information about what is available for young people.</p> <p>Ensure young people are central to shaping their provision in the future.</p> <p>Develop and undertake annual satisfaction surveys for users of LBS youth services.</p>	Leisure	April 2022
Guarantee education, employment or training for every care leaver.	A Great Start in Life	Working For You	<p>Offer of education, employment or training for every Southwark care leaver.</p> <p>Develop number of Care Leaver Apprentices, Internships, and Mentoring.</p>	Children and Families	Ongoing
<b>Objective 6: Put communities at the heart of everything we do from services to decision-making ensuring everyone is heard, especially marginalised communities.</b>					
Strengthen our equality governance so it enables effective leadership and organisational wide sharing of good practice and consistency.	Southwark Together	Leading Equalities	Implement new equality governance arrangements.	Communities	September 2021
Ensure that good quality evidence and research about the needs of our	Southwark Together	Knowing Our Communities Equalities in Commissioni	Undertake a detailed analysis of inequality in Southwark, develop a clear definition of inequality and identify what our cross council priorities are for closing	Communities	December 2021

<p>communities is the driver for our policies, procedures, services and actions and put communities at the heart of all our decision making ensuring that equality analysis is informing our work.</p>		<p>ng and Procurement</p>	<p>the gaps it identifies for particular communities so that these identify future priorities for action.</p> <p>Develop workshops/Training for all staff.</p> <p>Embed equality considerations in Performance Challenge Process and Equality Impact and Needs Analyses (EINAs)/Equality Diversity and Inclusion (EDI) areas.</p> <p>Undertake budget EINA process.</p> <p>Produce updated and explicit guidance to ensure incorporation of equality analysis considerations and EDI requirements in commissioning and procurement processes.</p> <p>Undertake council-wide equality data mapping.</p> <p>Produce Revised EINA guidance and templates and amend guidance for Cabinet reports and template.</p>		
<p>Work with our partners in the community, voluntary and wider public sector, as well as the private sector, to share best practice and work to common goals: to promote equality and value and celebrate the rich diversity of Southwark.</p>	<p>Southwark Together</p>	<p>Working With You</p>	<p>Develop Voluntary and Community Sector (VCS) equality scrutiny and community partnerships.</p> <p>Annual multi agency VCS Equality performance scrutiny and engagement conference.</p> <p>Develop how VCS Equality groups can feed into the council equality objective setting process.</p> <p>Develop how staff support networks and Unions can feed into annual Equality performance scrutiny and engagement process.</p>	<p>Communities</p>	<p>April 2022</p>

Develop a diverse, skilled, inclusive and well- equipped workforce, which is valued and representative of local communities and enables services to respond to diverse needs.	Southwark Together	Our Responsibilities	Ensure the top of the council's workforce is proportionately representative of Southwark's Black, Asian and minority ethnic population by 2030.  Develop revised annual workforce equalities plan.  Deliver key initiatives and projects from the workforce equalities plan.	Human Resources and Organisational Transformation	2030  March 2022
<b>Objective 7: Deliver a fair and green economic recovery where no-one is left behind.</b>					
Deliver our economic renewal plan so that it supports inclusive growth and community wealth building that benefits local people.	A Green and Inclusive Economy	Working With You	Deliver Economic Renewal Plan 2021/2022 targets.	Strategy and Economy	April 2022
Help 5,000 people into work including a Southwark Green New Deal to create 1,000 green jobs. Our employment work will include a focus on tackling inequality and those most impacted by the pandemic including young people, young people with Special Educational Needs and Disabilities (SEND) and Black, Asian and	A Green and Inclusive Economy	Working With You	Implement Economic Renewal Plan for Southwark.  Complete a review of Southwark Works service as a result of the impact of COVID-19 on the labour market, ensuring it remains relevant to the needs of Southwark residents looking for work.  Agree updated Southwark Skills Strategy Delivery Plan.  Review the Southwark Apprenticeship Programme and create new internship and apprenticeship opportunities.	Strategy and Economy	Review April 2022

Minority Ethnic Communities.					
Help our high streets to be thriving, vibrant and inclusive spaces that generate shared prosperity and social value.	A Green and Inclusive Economy	Working With You	Develop a coordinated cross council action plan that will support the development of thriving and vibrant high streets and town centres.	Strategy and Economy	At advanced draft stage
Guarantee access to education, employment, training or volunteering for every school leaver	A Green and Inclusive Economy	Knowing Our Communities	Reduce number of young people leaving school who are Not In Education Employment or Training (NEET) or whose activity is unknown.  Launch a campaign to support young people into employment, education, training or volunteer opportunities in the council and with employers.	Education	Ongoing  Campaign launched
Support residents who have lost their jobs because of COVID-19	A Green and Inclusive Economy	Knowing Our Communities	Support residents recently unemployed into employment through the Job Entry Targeted Support (JETS) programme.	Strategy and Economy	Ongoing
<b>Objective 8: Tackle abuse, harassment, exploitation and violence.</b>					
Support domestic abuse survivors.	Tackling Health Inequalities	Knowing our Communities	Develop a domestic abuse charter setting out council's zero tolerance approach.  Enhance awareness of council commissioned Domestic Abuse (DA) service through communications campaign.  75% of survivors accessing the council's commissioned DA service to have risk of harm reduced 3 months after engagement of service.  Work with the police and health to create safe environments for those experience DA.	Communities	In place  December 2021  April 2022

Implement Violence against women and girls (VAWG) strategy.	Tackling Health Inequalities	Working With You	Deliver the VAWG Action Plan.	Communities	April 2022
Deliver the Hate Crime Action Plan in line with the Southwark Stands Together Programme.	Southwark Together	Working With You	Deliver a refreshed partnership delivery plan.  Launch new hate crime e- learning training package to raise understanding among staff and partners.	Communities	October 2021
Work with communities to find local solutions that protect young people from community harm and exploitation, including knife crime.	A Great Start in Life	Working With You	Deliver the council led actions within the partnership Community Harm and Exploitation Reduction Plan.  Develop a community led engagement plan to enhance ownership to tackle community harm including knife crime.  Agree the roll out of the Southwark Our Routes Programme.	Communities	April 2022

# Borough Demographics: Knowing Our Communities

## Population

Southwark is one of the most densely populated and diverse boroughs in the country, with a young, growing and mobile population. Just over 314,200 people live in Southwark, up from 256,700 in 2001. This represents an increase of more than a fifth over that period.

Southwark has one of the fastest growing populations in South East London. Our population is projected to grow by almost 20% by 2030; equating to an extra 60,000 residents.

The growth in our population is being driven by both natural change i.e. more births than deaths, and international migration into the borough. Southwark has one of the highest population turnover rates in the country, with the equivalent of 10% of our population moving in, and 10% of our population moving out each year. Migration flows peak among those in their late teens and 20s, declining thereafter. The majority of our population turnover is within London, with 60% of our population inflow coming from other parts of the capital, along with 64% of our population outflow.

## Age

Southwark has a much younger population than the London or national average. The median age of Southwark residents in 2017 was 33.1 years; two years younger than the London average and almost seven years younger than the national average. While our population is comparatively young, this is not driven by a large number of children and young people. It is primarily a result of the large number of young adults in their 20s and 30s.

## Race/Ethnicity

Southwark is a diverse borough with people from a wide range of racial and ethnic backgrounds. Over 120 languages are spoken in the borough. 11% of households have no members who speak English as a first language.

Just over half (54%) of Southwark's population is from white ethnic backgrounds, a quarter from (25%) Black African and Caribbean ethnic backgrounds and just over a fifth from Asian (11%) or other (10%) ethnic backgrounds.

This differs from the rest of London where a considerably smaller proportion (13%) identify as from Black African and Caribbean backgrounds and a considerably larger proportion identify as Asian (21%).

The ethnic diversity of the borough varies markedly across age groups and the population under 20 is much more diverse than other age groups, with a similar proportion of young people from white and black ethnic backgrounds.

The 2011 Census shows that minority ethnic groups in Southwark are not evenly spread across the borough:

- The highest concentration of people identifying themselves as white is in the south of the borough.
- The highest concentration of people identifying themselves as from a black minority group is in and around the centre of the borough.
- The highest concentration of people identifying themselves as from an Asian minority group is in the north of the borough.

## **Pregnancy & Maternity**

The fertility rate in Southwark is significantly below London and England, with just under 4,600 live births in 2015.

## **Disability**

Approximately 13% of people living in inner London have a disability, equating to 40,700 people in Southwark. In future reports we will obtain information relating to specific disabilities.

## **Sexual Orientation**

Estimates indicate that Southwark has the second largest gay or lesbian population in the UK, after Lambeth. 88% of the population identify as heterosexual or straight, 5% as gay or lesbian, 0.8% bisexual, 0.9% other and 5.2% refusing to say. Data from the 2021 Census will provide more comprehensive data for the first time about sexual orientation.

## **Religion or belief**

Over half (52.5%) of Southwark residents stated their religion as Christian at the time of the Census. 26.7% say they have no religion and 8.5% state they are Muslim with a wide range of religions and beliefs represented in the borough.

## **Marriage & Civil Partnership**

Over half (54.7%) of adults in Southwark had never been married or registered in a civil partnership at the time of the Census. 28.5% are married and 0.9% in a same sex civil partnership.

## **Gender Re-assignment**

Currently there are no standard or robust sources of statistics regarding gender reassignment, nor is there standard data on the use of health services or referrals to gender identity clinics. However, GIRES (the Gender Identity Research and Education Society) estimate that 0.6-1% of the population may experience gender dysphoria. Data from the 2021 Census will provide more comprehensive data for the first time about gender identity.

## Socio-economic status

Measuring socioeconomic status is a very challenging area and we will be developing agreed measures for this so we can analyse the impact of our activities.

Data from the Trust for London shows that poverty rates in Southwark are close to the London average with 40% of children judged to be living in households in poverty. There is a greater than average amount of income deprivation with the average neighbourhood 50% more income deprived than an average neighbourhood in London.

There are slightly higher rates of unemployment and out of work benefit claimants in Southwark at 5.5% of the economically active population and 8.2% of the working age population although this was falling sharply prior to the COVID-19 pandemic.

35.4% of the population have qualifications at age 19 and GCSE attainment is 66.3% with 5.4% with no qualifications.

## Ward Profiles

The council also publishes ward profiles, which have detailed data for each of the wards in the borough based on the 2011 census. All information will be updated in future years once 2021 census data is made available. These are available at the links below:

[Empowering Communities - Southwark Council](#)

[Empowering Communities: North East - Southwark Council](#)

[Empowering Communities: North West - Southwark Council](#)

[Empowering Communities: South - Southwark Council](#)

[Empowering Communities: East Central - Southwark Council](#)

[Empowering Communities: West Central - Southwark Council](#)

## The JSNA

The Joint Strategic Needs Assessment (JSNA) is a process by which local authorities and Clinical Commissioning Groups assess the current and future health, care and wellbeing needs of the local community to inform local decision making. The links below show the current data and needs analysis undertaken in Southwark:

[Southwark profile - Southwark Council](#)

[Health and wellbeing in Southwark \(JSNA\) - Southwark Council](#)

DRAFT