

**A Fairer, More Equal Southwark:
Valuing Diversity and Promoting
Equality and Inclusion
Southwark Council Equality
Framework 2021**

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.

As a Council, we will strive to be a model of best practice including ensuring our workforce is representative of our community. 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.

Our Equality and Diversity Principles and Responsibilities

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.

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. These eight objectives are to:

- Stand together against all forms of racism and discrimination
- Tackle health inequalities so everyone can live a healthy life
- Reduce the number of vulnerable people in our borough, including by providing targeted engagement and support to groups most affected by COVID-19
- Provide decent homes for all
- Give young people in our borough the best opportunities in life
- Put communities at the heart of everything we do from services to decision-making, ensuring everyone is heard especially marginalised communities
- Deliver a fair and green economic recovery where no-one is left behind
- Tackle abuse, harassment, exploitation and violence

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

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.

The borough plan also acknowledges that the COVID-19 pandemic has had a huge impact on our borough. 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.

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.

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 disadvantages. 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.

Southwark Stands Together and our Workforce

There are 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 Socio-Economic Duty addressing socio-economic disadvantage

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.

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.

Key Work Areas

In implementing this framework we will do the following:

- Leading Equalities – Demonstrating Ownership 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

Monitoring and Analysis

We will use the following tools and process for ongoing monitoring and analysis:

- Community Impact and Equality Impact and Needs Analysis of All Council Decisions
- Equality Impact Analysis of the budget setting process
- Consultation, engagement and equality data mapping
- Equality monitoring all our functions as an employer

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

- Integrating Equality considerations in Roles and responsibilities of Members, Senior Management and Council staff
- Scrutiny of all Equality related work
- The Equality and Human Rights Panel undertaking scrutiny of Council from an external point of view

Strengthening Equality Governance

We will strengthen equality governance in the following ways:

- Performance Challenge- Integrating Equality Objectives
- Member Led Equality Advisory Group
- Internal Officer Equality Group
- Stronger External Networks: Consultation, Engagement and Scrutiny

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.

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.

Action Plan for Implementation of the Southwark Equality Framework

Objective 1: Stand together against all forms of racism and discrimination

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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"> • Assessment by service areas, functions; departments in the Council • Feedback from staff support networks and Unions on the self-assessment • Feedback from community and voluntary groups • Feedback from Cabinet Leads; Overview and Scrutiny. <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>

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
			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 & 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>	Leisure	April 2022

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
			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.		
Continue to implement all recommendations arising from our Southwark Stands Together programme.	Southwark Together	Knowing Our Communities	Deliver the Southwark Stands Together programme.	Strategy and Economy	July 2022 then ongoing
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

Objective 2: Tackle health inequalities so everyone can live a healthy life.

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
Close the gap in health inequalities that affect our Black, Asian and Minority Ethnic communities.	Tackling Health Inequalities	Knowing Our Communities	<p>Deliver the health inequalities framework for Southwark action plan.</p> <p>Train 100 managers and service leads in ways to tackle inequalities each year.</p> <p>Increase the proportional uptake of the Health Check programme by Black, Asian and Minority Ethnic residents to 50%.</p>	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	<p>Review progress with key partners delivering the current food security action plan.</p> <p>Formulate new priorities for food security in light of COVID-19.</p> <p>Produce Sustainable Food Strategy.</p> <p>Number of families supported through food security interventions including Holiday Food Support.</p> <p>Tonnes of surplus food redistributed to community food projects in the borough.</p>	Public Health	April 2022
Invest in our leisure centres so every resident can access high quality leisure services and so that	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.	Leisure	October 2021

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
leisure services contribute to tackling inequality.			Development of outdoor physical activity opportunities. Maximise take up and attendance of free swimming lessons.		October 2021 When Covid Guidance permits

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.

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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

Objective 4: Provide decent homes for all

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
Tackle housing inequality by working to drive up standards across council housing	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.	Environment /Communities	October 2021

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
and across the private rented sector.			<p>Launch an Empty Homes Action Plan.</p> <p>Increase the number of new council homes in Southwark.</p> <p>Deliver Great Estates Guarantee.</p>	<p>Resident Services New Homes</p> <p>Resident Services</p>	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	<p>Resume service to support property owners/landlords with funding to bring empty homes back in use.</p> <p>Evaluate the potential for the Council to offer to purchase empty properties that offer development opportunity.</p> <p>Audit empty homes in the borough.</p> <p>Launch an empty homes action plan.</p>	Resident Services/Asset Management	<p>Ongoing</p> <p>Ongoing</p> <p>2021/2022</p>
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

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
<p>Deliver the Great Estates Guarantee initiatives so that every council estate is clean, safe and cared for.</p>	<p>Homes for All</p>	<p>Working With You</p>	<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>	<p>Resident Services</p>	<p>December 2021 with review to commence</p>

Objective 5: Give young people in our borough the best opportunities in life.

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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> <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>	Education	Ongoing
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>	Commissioning	Ongoing

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
			<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>		
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	Offer of education, employment or training for every Southwark care leaver.	Children and Families	Ongoing

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
			Develop number of Care Leaver Apprentices, Internships, and Mentoring.		

Objective 6: Put communities at the heart of everything we do from services to decision-making ensuring everyone is heard, especially marginalised communities.

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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 communities is the driver for our policies,	Southwark Together	Knowing Our Communities Equalities in Commissioning and Procurement	Undertake a detailed analysis of inequality in Southwark, develop a clear definition of inequality and identify what our cross council priorities are for closing the gaps it identifies for particular communities so that these identify future priorities for action.	Communities	December 2021

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
<p>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>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>

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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	<p>Ensure the top of the council's workforce is proportionately representative of Southwark's Black, Asian and minority ethnic population by 2030.</p> <p>Develop revised annual workforce equalities plan.</p> <p>Deliver key initiatives and projects from the workforce equalities plan.</p>	Human Resources and Organisational Transformation	<p>2030</p> <p>March 2022</p>

Objective 7: Deliver a fair and green economic recovery where no-one is left behind.

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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	A Green and	Working With You	Implement Economic Renewal Plan for Southwark.	Strategy and Economy	Review April 2022

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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 Minority Ethnic Communities.	Inclusive Economy		<p>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.</p> <p>Agree updated Southwark Skills Strategy Delivery Plan.</p> <p>Review the Southwark Apprenticeship Programme and create new internship and apprenticeship opportunities.</p>		
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	<p>Reduce number of young people leaving school who are Not In Education Employment or Training (NEET) or whose activity is unknown.</p> <p>Launch a campaign to support young people into employment, education, training or volunteer opportunities in the council and with employers.</p>	Education	<p>Ongoing</p> <p>Campaign launched</p>

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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

Objective 8: Tackle abuse, harassment, exploitation and violence.

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
Support domestic abuse survivors.	Tackling Health Inequalities	Knowing our Communities	<p>Develop a domestic abuse charter setting out council's zero tolerance approach.</p> <p>Enhance awareness of council commissioned Domestic Abuse (DA) service through communications campaign.</p> <p>75% of survivors accessing the council's commissioned DA service to have risk of harm reduced 3 months after engagement of service.</p> <p>Work with the police and health to create safe environments for those experience DA.</p>	Communities	<p>In place</p> <p>December 2021</p> <p>April 2022</p>
Implement Violence against women and girls (VAWG) strategy.	Tackling Health Inequalities	Working With You	Deliver the VAWG Action Plan.	Communities	April 2022

Priority	Borough Plan Theme	Key Work Area	Actions	Lead Division	By When
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

