

Cabinet

Tuesday 13 July 2021

11.00 am

Ground floor meeting rooms, 160 Tooley Street, London SE1 2QH

Appendices

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APPENDIX A**Tackling the Climate Emergency Together**

Our strategy for a carbon neutral Southwark by 2030

July 2021

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Foreword

The climate emergency is the challenge of our time. We have only a few short years to confront and reverse it. If we do not, then life as we know it on this planet will come to an end. The scale of the task is huge. Our analysis has shown that in Southwark alone it will require an investment of over £3.92 billion. However, that investment is also a once in a millennia opportunity to build a better, fairer society.

The impacts of climate change are already being felt across the globe, and it is clear that the most vulnerable communities are hit the hardest – those who have the least resources to adapt or mitigate are also those who have done the least to contribute to carbon emissions and global warming.

To prevent this change becoming catastrophic the evidence tells us we must keep average global temperature rises below 1.5 degrees. To achieve that we need to end our contribution to global warming by 2030. We are determined that in Southwark we will ensure this is a fair transition. One that helps to improve the lives of residents on lower incomes, and that delivers the new green jobs which are so clearly needed.

This strategy sets out how we will do this. It is underpinned by three core values: ambition, inclusion and transparency.

It is a strategy and action plan for the whole borough, and the technical analysis which supports this work, shows why this must be the case. The Council is responsible for just 12% of emissions in the borough, not only through its direct operations but also through its procurement. So, while it's important that the council leads by example, we will only achieve impact on the scale required, if all organisations, businesses and community groups in our borough pull in the same direction.

However, we also want to be clear that we will not be able to reach net zero carbon emissions in our borough by 2030 without increased and broadened support from national government. As we close in on the COP26 Summit in Glasgow, we will continue to live up to our reputation as a campaigning council, making the case to government to deliver the national investment needed to truly green our local economy, our homes and our infrastructure.

Reaching carbon neutral by 2030 will require all the energy, innovation and resources that we can muster together. Action is needed across all five areas identified in this strategy: greener buildings, active and sustainable travel, thriving natural environment, a circular economy, and renewable energy. This is a positive and exciting vision but also one that requires us all to do things differently.

We want to thank all Southwark residents and partners who have contributed to the development of this strategy. The COVID-19 pandemic has meant that engagement and outreach has been different from originally envisaged, but whether it's been through the virtual climate summit, pop-up events in parks, or even via talking lampposts, your inputs have been invaluable and have helped to shape this strategy and action plan.

As we set on the following pages, this strategy is not the 'final word' on the topic, and it must respond to new ideas, data, technologies and available funding. In addition to annual progress reports, we intend to hold a full review in 2025. We will also be establishing a citizens' jury to further test some of the ideas set out in this strategy, and to help us work through the more challenging questions around resources and behaviour change.

We know that we can only deliver fundamental change if we work in partnership with residents, local groups and organisations and we look forward to taking this crucial work forward together.

Cllr Kieron Williams
Leader of the Council

Cllr Helen Dennis
Cabinet Member for the Climate Emergency
and Sustainable Development

Introduction

The climate emergency has the potential to dramatically impact our lives and those of future generations. Without bold action to stop greenhouse gas emissions, the future of humanity and the natural ecosystems of our planet will be at risk. This strategy sets out our plan to end Southwark's contribution to climate change by 2030.

The scale of change needed is vast and will also require comprehensive national action, to back the changes we need to deliver locally. We will therefore ensure Southwark is a strong voice in making the case for the urgent national changes and government investment needed.

Southwark Council declared a Climate Emergency in 2019 and set 2030 as our target date to get to carbon neutral, based on the stark warning issued by the Intergovernmental Panel on Climate Change (IPCC) in 2018. They found that urgent action is needed before 2030 if global temperature rises are to remain within 1.5°C, the maximum average temperature rise considered safe for humanity.

The IPCC found that a global rise above 1.5°C would lead to climate-related risks to human health, livelihoods, food security, human security, water supply and economic growth. Even if we were to stop the emission of all greenhouse gases immediately, the warming of the planet would continue for at least several more decades. However, the IPCC also found that it is possible to keep temperature rise to less than 1.5°C if urgent and wide-ranging action is taken by governments and people. It is also clear that as well as a climate crisis, there is also an ecological emergency that must be tackled. Climate change directly impacts the world's species and ecosystems, driving biodiversity loss on a considerable scale.

The scale of the challenge is vast. Our most recent analysis, consistent with up-to-date carbon accounting standards, indicates that in 2017 Southwark's emissions were 1,288kt CO₂e. We are using this as our baseline for this strategy. The council has commissioned an independent analysis of the cost of action needed. **We estimate it will cost at least £3.92bn of capital expenditure to end Southwark's contribution to climate change, and so will need major government support to back the action that we take locally.**

However, the transition to a low carbon society also presents an opportunity to reshape our borough into a better place for everyone. The urgent action we need to cut carbon emissions can also deliver improvements in health, raise the standard of homes, create good green jobs and help to strengthen our communities. In Southwark, we are determined to make this a fair transition that helps to close the stark inequalities in our borough.

We have already made progress. Government data indicates carbon emissions in Southwark reduced by around 40% between 2005 and 2018. The council has also already met its target to half its operational council emissions by 2022 and is now going further including renewable electricity in schools and communal areas of housing estates from 2022. Now we need to end Southwark's contribution to climate change by 2030.

This strategy sets out how we can do this together, working with local communities, with businesses, with our schools, hospitals, and other groups in our borough to protect our borough and planet. It is a plan that aims to ensure everyone is empowered to play their part to create a fairer and a more sustainable future.

It also sets out the urgent national and government action that will be needed. Decarbonising the national grid, switching away from petrol and diesel vehicles and bringing all buildings up to a low carbon standard are all examples of urgent tasks that will only be achieved if we have the necessary national investment and improvements to infrastructure, regulations and taxation that only central government can deliver.

Our Southwark target date of 2030 is an essential one. However, the government has currently only committed to a 78% reduction in emissions by 2035 (against a 1990 baseline). In Southwark we will work with partners across the country, and world, to make the case for the more urgent national and global action needed, both because it is essential to tackle the climate emergency and because it will deliver a better, fairer society.

The actions and approach set out in this strategy are based on extensive consultation with the people and organisations of our borough. Since we declared a climate emergency in 2019, we have held events throughout the borough and heard from hundreds of people who live and work in the borough. On the following pages we have set out how we will continue to work with everyone in our borough to both further develop and deliver the actions needed.

This strategy is also based on detailed technical analysis of the work needed to get to carbon neutral by 2030. It has reviewed the emissions in the borough and proposes a series of actions that we need to take to reach carbon neutral.

Over the next decade we will learn more about what is achievable and as our environment changes, we will adapt and evolve, constantly learning so that we can always ensure that we are doing all we can to achieve this goal.

What is Climate Change?

Greenhouse gases are produced by human activities including the burning of fossil fuels for heat, transport, electricity, farming and deforestation. The amount of greenhouse gases in the atmosphere is rising and since the industrial revolution, there has been a 40% increase in the amount of carbon dioxide in the atmosphere, a 20% increase in nitrous oxide, and a 150% increase in methane¹. These gases trap energy from the sun warming the planet.

This is causing average temperatures across the globe to warm which in turn is leading to catastrophic changes to our planet.

If we do not change our behaviour, it will be devastating for our world. Places like Bangladesh are the hardest hit by climate change, with monsoon flooding in the region

¹ US EPA (2019). Global greenhouse gas emissions data. Available from <https://www.epa.gov/ghgemissions/global-greenhouse-gas-emissions-data> [accessed January 2020]

becoming more severe year on year. Climate change is also affecting places like West Africa and Latin America, with crop yields and production predicted to fall because of higher temperatures. Even if we stopped releasing greenhouse gases immediately, some estimates show that global heating would continue for at least another 70 years. If things do not change, it will affect our world in dramatic ways. We could see more extreme weather, rising sea levels, ecological damage, more people dying from disease and wars caused by poor food supply. There is a climate emergency, and we need to take urgent action now.

There have been several key decisions on how to tackle climate change on a global scale. The formal body that oversees these decisions is the United Nations Framework Convention on Climate Change (UNFCCC), which attempts to bring nations together to agree climate goals. The most recent of these is the 2016 Paris Agreement, which formally recognised the importance of the 1.5°C target. The next meeting of these nations will be COP26, taking place in Glasgow November 2021. We expect to see renewed global commitments coming out of COP26 that will influence our borough's approach.

What does Climate Change mean for Southwark?

Climate change is already affecting our country and borough. All ten of our warmest years have occurred since 2002, whereas none of the ten coldest years has occurred since 1963.² Summer heatwaves are now 30 times more likely than they would be typically. Climate change means UK temperatures are set to become more volatile with more extremes of both heat and cold.

This is already having an impact in Southwark, and this is set to worsen. Impacts include:

Health and disease - climate change and the burning of fossil fuels are endangering human health in a range of ways. Deaths in the UK due to heat are expected to rise by two-thirds this decade. Extremes of cold are also likely to increase our winter death rate. The risk of insect borne diseases in the UK, such as those carried by mosquitos is rising. The burning of fossil fuels in cars, heating and industry also pollute the air that we breathe. In Southwark, around 200 premature deaths occur due to air pollution every year³.

Rainfall and flooding – 60% Southwark residents live on land less than ten meters above sea level, any changes in sea levels will have a direct effect on Southwark. Southwark is protected from tidal and river flooding by the Thames Barrier and other defences but with increased sea levels these may no longer be effective.

Food supply - an estimated 75,000 of Southwark's residents are food insecure meaning they do not have enough money to buy food, have to skip meals or cut down

² Met Office – What is Climate Change. Available from <https://www.metoffice.gov.uk/weather/climate-change/what-is-climate-change> [accessed May 2021]

³ Public Health Annual Report – Southwark Council 2020

on quantities due to money, or do not have the money for a balanced diet⁴. Climate change will increase food insecurity. The UK imports around 40% of its food so we will be affected by the changes happening in other countries. As food insecurity increases globally, we would expect to see price increases and increasing inequality in Southwark.

Impact of conflict and migration – global conflict is felt and experienced by our residents. Southwark's richly diverse population has links with family and friends around the world and so are often connected to people globally who are impacted by food, water shortages, extreme weather events and forced migration. Food shortages and conflict force people to leave their homes and make often dangerous journeys in search of security. Climate change and ecological damage will increase this forced migration.

Southwark will always be a welcoming place to those in need. However, we should be doing everything we can to avoid that need arising, so people are not forced to flee in the first place.

Climate Change as a Social Justice Issue

The impact of climate change is not experienced equally. Poorer and otherwise disadvantaged communities, including the elderly, are more at risk and have less resource to mitigate against its impact. That is why climate change is not just an environmental issue, but one of social justice where we must ensure our approach reduces inequality, makes our borough and planet fairer and does not place the burden of change on those least able to afford it.

Although we are all affected by our changing climate, factors such as race, income, age and health play a significant role in how directly we feel this impact. In Southwark, we are proud to be home to a diverse community and significant Black, Asian, and Minority Ethnic population.

The global south is disproportionately affected by climate change. The impact of floods, landslides and other natural disasters is much higher and exacerbated by human-made climate change, much of which is due to actions in richer countries like our own. The impact of climate change is also experienced differently here in Southwark. An individual's income significantly affects their experience of climate change and the resources they have available to adapt to the changing environment.

Southwark, like the rest of London, is a borough of contrast. Whilst many residents in our borough have high incomes and wealth, nearly a third live in poverty. This disparity means that in Southwark not every individual has capacity to act at the same rate or in the same way but will also not experience the impact equally. For example, housing adaptations such as triple glazing and solar panels are out of reach for people on lower incomes.

⁴ Southwark Council (2019). Food insecurity. Southwark's JSNA. Available from <https://www.southwark.gov.uk/assets/attach/10358/JSNA-2019-Food-Insecurity.pdf> [accessed 26.11.19]

People from a higher income are generally more likely to emit more carbon as they are more likely to have larger homes in need of greater heating, to own one or more cars and to fly for holidays or work. We must recognise this disparity in resource and its relationship with our fight against the climate emergency.

Other important characteristics that are disproportionately affected by climate change and the burning of fossil fuels are age and health. People with more vulnerable health are more affected by climate change, which is sometimes determined by age. Children are exposed to higher levels of pollution, particularly while walking to school and on the playground, and the effects of this pollution are more serious on children than on adults. Exposure to air pollution at an early age can hinder lung growth, inhibit brain development, and increase the risk of conditions such as asthma. Alongside this, air pollution has been shown to disproportionately affect people with existing heart or respiratory conditions, who are more likely to be older than average. Vulnerable groups, such as the very young, elderly and those with health issues are more affected by the climate.

Opportunity for Southwark

Southwark's commitment to meeting the challenge of the climate emergency opens enormous opportunity for the borough, its residents and businesses. By taking an approach that puts social justice at the centre there is an opportunity to tackle not just the climate emergency, but to reshape our borough, to create a better, fairer Southwark where everyone can fulfil their potential and benefit from all that our borough has to offer. The decisions we take have the potential to deliver wider benefits, improving the quality of homes, reducing air pollution, improving health and creating good quality green jobs.

As we also recover from COVID-19 and renew our borough there is an opportunity to create positive change and rebuild in a fairer way. Whilst the pandemic has been so hard for so many, there is also much we can learn from the changes we made to respond to the pandemic about how we travel, work and live. Many of these had a positive effect on our environment and planet and we need to try to retain some of those changes.

The Southwark Context

Southwark's emissions

To achieve our target of being carbon neutral by 2030, Southwark needs to know how much carbon it is producing now, what our total 'carbon budget' is, and how the various decisions over the next decade will impact on that carbon. This strategy sets out a map of where and how our carbon is produced and the impact of our proposals to reduce it. There is not a definitive set of data, and so this strategy will be further developed and updated as we improve the data on carbon emissions.

Scope

Greenhouse gases are categorised into three groups, or scopes: scope one covers direct emissions from owned or controlled sources; scope two covers indirect emissions from the generation of purchased electricity, heating and cooling and; scope three includes all other indirect emissions that occur in the supply chain.

Our commitment is to do all we can to be carbon neutral for all scope one and two emissions including those created directly by the council. We will report on progress on this and prioritise work in this area.

However, a large quantity of greenhouse gases are produced to sustain the activity and life of the borough but fall outside direct control of people in Southwark. Scope three covers emissions generated in the supply of goods and services that we consume, which still contributes to climate change. Where we can, we will also aim to reduce our scope three emissions as much as possible.

Emissions which the council has direct control over are considerably higher than other inner London local authorities because Southwark has a much larger stock of council housing than any other council in London. Despite this, the council is still directly responsible for a small proportion of total emissions in Southwark. However, the council has a crucial role in leading this work and as set out above, has broader influence in how it procures, the policies that it sets and how it allocates resources in the borough. As such, it is important that the council is doing everything it can to reduce its own emissions as well as working with the community to help the borough reduce Southwark's overall emissions.

In order to allow the council to track its own progress effectively, this strategy splits the analysis of emissions into two. Firstly, those generated across the borough as a whole, by the council, residents, businesses and visitors ('Borough Wide Emissions') and then looks at those emissions the council directly controls ('Council's Own Emissions').

Borough Wide Emissions

The government estimate that Southwark has reduced its carbon emissions by around 40% between 2005 and 2017. The council has commissioned additional analysis by Anthesis using the SCATTER Inventory Tool to develop an updated baseline. This work shows that in 2017, Southwark's buildings, transport and waste disposal (Scope

one and two) was responsible for emissions totalling 1,288 ktCO₂e. The majority resulted from buildings (79%) and transport (15%).

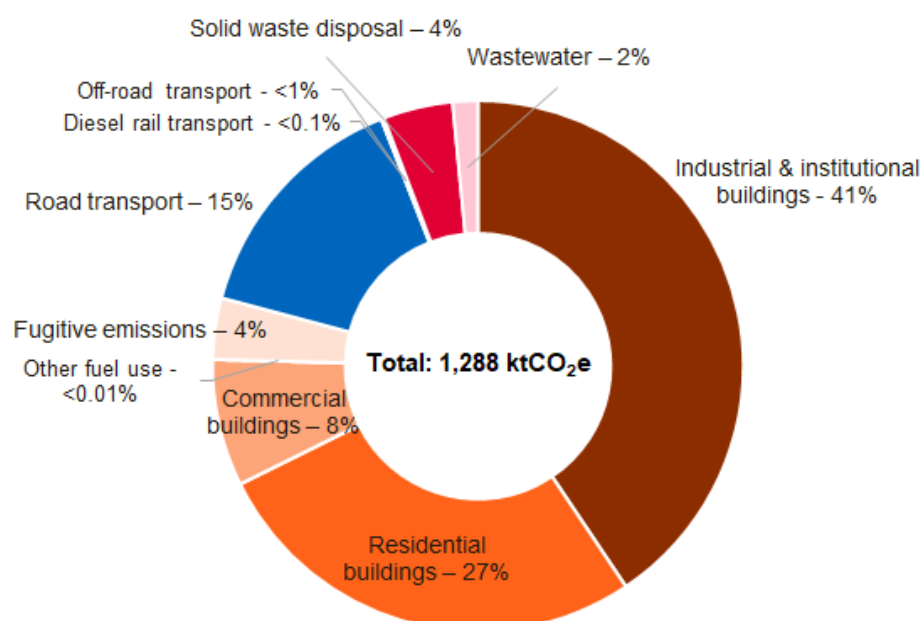


Figure 1.0: Source of emissions in Southwark at borough level. Full details in Appendix A.

It shows that:

79% of emissions come from buildings. This includes:

- Residential buildings (27%): Domestic households of all tenure types.
- Institutional buildings & facilities (25%): Public sector buildings including schools, colleges and educational buildings, health centres, hospitals, leisure centres, council buildings etc.
- Industrial buildings & facilities (16%): Larger industrial facilities, including factories, warehouses and workshops associated with manufacturing and engineering.
- Commercial buildings & facilities (8%): Buildings from which commercial businesses operate e.g., shops, shopping centres, offices, restaurants etc.
- Other fuel use (<0.01%): Fuel consumption from other sources (off-road transportation in the industrial & agricultural sectors).
- Fugitive emissions (4%): Emissions from leaks and other fuel released through transportation and storage of fuels. Scaled to Southwark by population from national figures.

15% of emissions come from transport. This includes:

- On-road transport (15%): Emissions from all forms of on-road passenger vehicle, including cars, vans, motorcycles, buses and taxis.
- Diesel rail (<0.1%): Emissions from diesel-fuelled rail transport. Emissions from electricity consumption within the rail sector are included in the commercial and industrial sectors as it is not possible to separate these emissions.
- Off-road (<1%): A base assumption of 1% of total on-road emissions.

6% of emissions come from waste disposal. This includes:

- Solid waste disposal (4%): Incorporates various waste streams across commercial, industrial and municipal sources.
- Wastewater (2%): Scaled directly from national wastewater data by population.

In 2018, Southwark's consumption-based emissions (Scope three) are estimated to have been 2,194 ktCO₂e. This figure describes the emissions impact of all imported goods and services to the borough and is based upon economic activity data for the borough. The figures are calculated using DEFRA and BEIS statistics on local economic activity and national figures for consumption-based emissions.

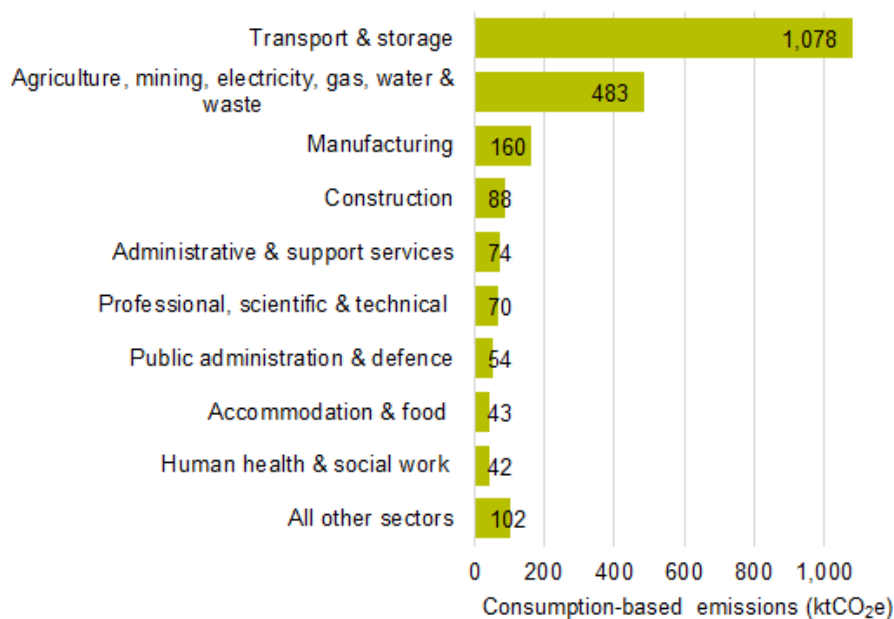


Figure 1.1: Consumption-based emissions estimates for Southwark, broken down by industry sector and activities. "All other sectors" includes: education, information and communication, arts entertainment and recreation, wholesale and retail trade, real estate activities, financial and insurance activities, and all other service-based activities.

Borough Wide Emissions Pathway

Appendix A contains updated emissions data relating to borough-wide pathways to carbon neutrality. This modelling uses EnergyPRO and looks at emissions from Southwark's buildings, on-road transport and energy supply, assessing the opportunities for emissions reduction. Achieving carbon neutral assumes a transition to electrified heating and transport as well as a successful programme of energy demand reduction measures. Even with such changes there are still residual emissions which would require offsetting. A full methodology is contained within Appendix A, including the assumptions the modelling utilises to highlight a path to carbon neutral across energy, housing and transport.

Council's Own Emissions

Estimated figures from 2021 show that around 88% of the borough's total carbon emissions are not within direct control of the council, and around 12% are. The council has been taking steps to reduce the carbon emissions from its own operations. From a 2008 baseline, the council has reduced its own carbon by 36.7%. We have done this through a range of measures such as consolidation of buildings, increasing use of renewable electricity and investment in more efficient boilers and insulation. We have invested in LED lighting in streetlights as well as achieving a 75% reduction in electricity consumption in our main Tooley Street offices.

Analysis of Southwark Council's operations and assets shows the council's own carbon footprint of 432 ktCO₂e. The major contributors to this total within scope one and two are the council's buildings, which account for 16% of total emissions.

Scope three emissions accounted for a significantly larger proportion overall, at just under 84% of the total. These are calculated using information on the council's procurement spend over a financial year, applying emissions factors to differing areas of consumption in the council's supply chain. For example, this is the carbon associated with the production of goods that are later bought by the council, such as building or highway materials. While the council does not have direct control over these emissions, this strategy includes actions to improve our supply chain, ensure it is more sustainable and in turn reduce emissions.

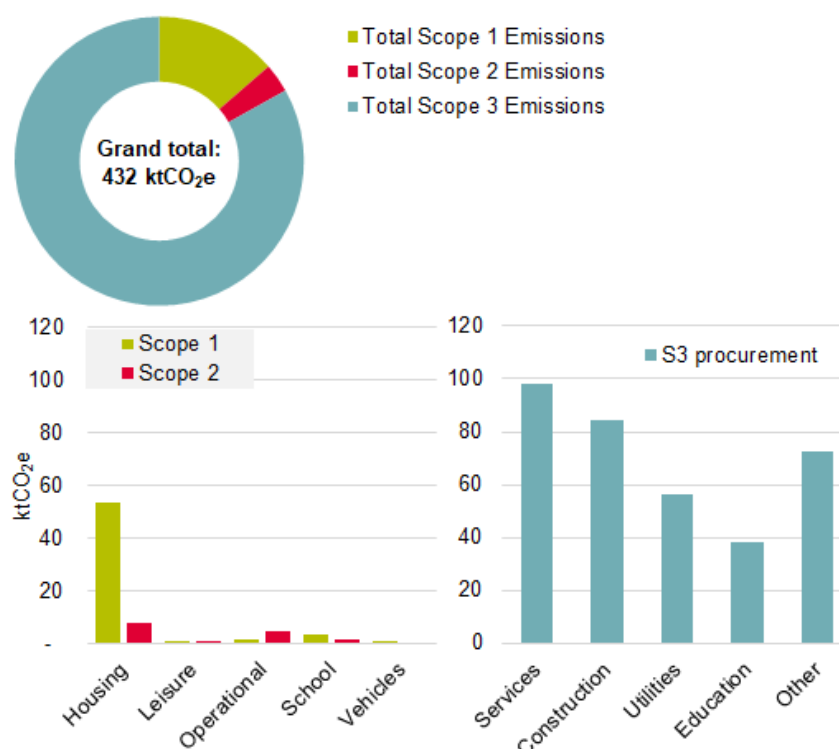


Figure 1.2: Scope breakdown (Overview top; Scope one/two, left; Scope three right) of the council's own footprint. The dominant sources of emissions are housing (14%) and procurement (>80%).

Council's Own Emissions Pathway

The potential impact of various carbon-reducing measures has been estimated using high-level modelling. This provides an indication of the scale and nature of change required for the council to minimise its own carbon footprint. Full details of this modelling work can be found in Appendix A.

Seven measures have been assessed for their impact on scope one & two emissions arising from buildings and vehicle fleet, compared to a far less ambitious scenario where local activity is much more limited. The results of this analysis can be seen below, in Figure 1.3, with the seven measures considered as follows:

- Reduction in vehicle mileage
- Switch to EV for all vehicles
- Energy efficient lights and appliances
- Retrofit of council buildings
- Switching away from gas heating
- Local renewables
- Offsetting

With targeted actions across energy supply and usage, retrofit of buildings and a shift in transport away from carbon intensive modes, the 'ambitious' pathway sees a 57% reduction in emissions by 2030.

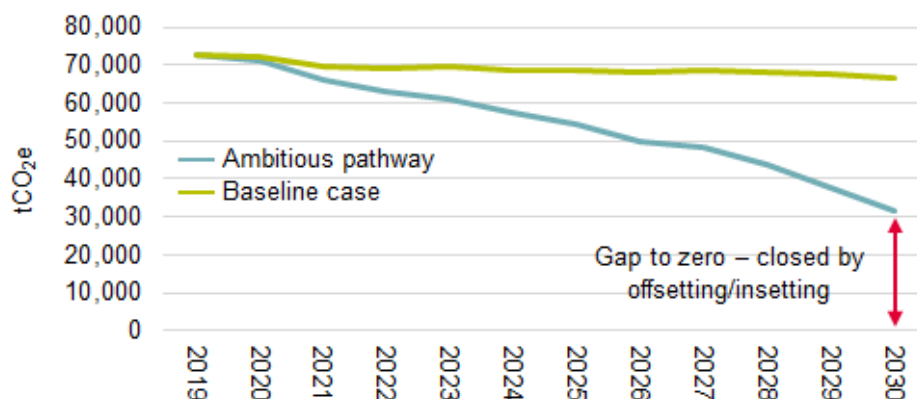


Figure 1.3: Pathways analysis for the council to 2030, based on indicative measures.

Carbon Offset

Carbon offsetting is where reductions in greenhouse gases are made in one place to compensate for emissions elsewhere. Offsetting carbon will always be required as some greenhouse gas emission in the borough is unavoidable. Some activities, even with the best methods will still produce some carbon and so offsetting will be necessary to account for carbon that cannot be taken out of the system in any other way. The council has developed a carbon offset policy for new developments to ensure that any carbon offset funding is used strategically to reduce overall carbon in the atmosphere and only when carbon savings cannot be obtained on site. The council has already raised the amount it charges developers who fail to make on site carbon savings. We will continue to keep this under review and make further changes when necessary in the future.

As part of the review process of this strategy, the council will consider offset in the future and what role it should have in reaching our ambition of becoming carbon neutral. The council will also consider whether carbon offsetting is something we could facilitate for individuals and organisations within the borough.

The London and the national context

Around 65% of local authorities in the country have declared some form of climate emergency; this includes most councils in London. At a national level there are several policy positions that help to shape the context at a local level, notably:

- Recent updates to the UK carbon neutral target announced in April 2021; the government is now targeting a 78% reduction in emissions against a 1990 baseline by 2035.
- National planning policy is aligned to a 2050 carbon neutral target.

As mentioned, this does not go far enough, quickly enough. The Mayor has committed to make London carbon neutral by 2030. London Councils is working to support boroughs that are developing climate emergency strategies. This will ensure that as far as possible, council strategies align and so across the city, boroughs can realise opportunities to work together to achieve climate change commitments. Some of the changes required to become carbon neutral are in our gift, and although challenging, can be delivered by working as a single borough with partners and stakeholders. Others are more complex and will require working together regionally and nationally to ensure that funding and regulation come together to achieve meaningful results, for example retrofitting energy efficient solutions to existing homes.

Southwark will develop a clear case to Westminster on the financial and political resources required to achieve the goals in this strategy that cannot be achieved in the borough alone. We will do this alongside other boroughs in London, across the country, and via the Local Government Association.

At a London level the key policy positions are as follows:

- The London Assembly members declared a climate emergency in December 2018.
- The Mayor declared a climate emergency in early 2020, setting a target for London to be carbon neutral by 2030.
- The London Plan is currently aligned to a 2050 carbon neutral target; however, the plan is to be reviewed in light of 2030 targets.

London boroughs have also agreed to seven programmes of work over the next decade:

- **Retrofit London:** Retrofit all domestic and non-domestic buildings to an average level of an energy standard of B or above. (EPC B)
- **Low carbon development:** Secure low carbon buildings and infrastructure via borough planning.
- **Low carbon transport:** Halve road journeys made by petrol and diesel via combined measures that can restrict polluting journeys and incentivise sustainable and active travel options.

- **Renewable power:** Secure 100% renewable energy for London's public sector now and in the future.
- **One World Living:** Reduce consumption emissions by two thirds, focusing on food, clothing, electronics and aviation.
- **Green economy:** Develop London's low carbon sector and green our broader economy.
- **Creating a resilient and green London:** Southwark are leading on work in this area.

Southwark will campaign on these issues with other boroughs across London. In addition to these projects, councils have agreed to collaborate on management and use of data. This is to ensure that there is a common means of measuring carbon and progress across the city for greater transparency and accountability.

Southwark must also play its part in the national debate and can help shape the government's policy and response to the climate emergency. Southwark will use its knowledge in areas where it has particular expertise to innovate and inform national policy. For example, the council is proud to be the largest local authority landlord in London and so will use the knowledge it gains from managing and improving this housing to help improve the government's response in this area. We will work with other local authorities and experts to make the case to government for changes and investment where it is needed.

The impact of COVID-19

The COVID-19 pandemic has brought about unprecedented changes. The loss of human life has been severe, and measures to reduce further loss have inevitably led to disruption to communities, livelihoods, businesses and the delivery of other public services. In amongst this, we have seen an amazing response from every sector. Individuals, communities and businesses have also shown an unprecedented ability and willingness to adapt their behaviour.

COVID-19 has created a huge social and economic change and as we recover from COVID-19, there is an opportunity for things to be different. We can choose to build back and invest in climate resilience and a cleaner environment. As we focus on recovering from this crisis, we must not lose sight of the urgency of tackling the climate crisis, their inherent connection and now more than ever we should look for joined up solutions.

Much of the response to the climate emergency will involve individual behaviour changes. People have already started making these changes in response to the pandemic. In 2020, the UK is predicted to have experienced a 10.7% drop in carbon emissions.⁵ The large fall is provisionally attributed to the reduction in the use of road transport during nationwide lockdowns. Transport emissions are predicted to have

⁵ BEIS Greenhouse Gas Emissions March 2021

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/972583/2020_Provisional_emissions_statistics_report.pdf [Accessed May 2021]

fallen 19.6% in the same period and as more people stayed home, carbon emissions from the residential sector are predicted to have increased 1.8%.

These emissions reductions are temporary and will be reversed as the UK recovers from lockdowns, but future emissions can be dramatically shaped by the nature of the economic recovery.

To maintain the prospect of meeting the commitments set out in the Paris Agreement, it is essential that policies in response to the economic crisis avoid locking nations into carbon intensive pathways, and instead steer economies towards a resilient green recovery. In 2020, the Climate Change Committee (CCC) called for the UK government to use the economic recovery to accelerate the shift towards a low-carbon economy and released the UK's Sixth Carbon Budget. The CCC outlined that low-carbon investment in emitting sectors would stimulate jobs, stabilise future economic resilience, and mitigate climate related risks.

In Southwark, this strategy should build on our aim to invest in resilient communities, a carbon neutral economy and a clean and thriving natural environment. People are valuing clean air, our parks and open spaces are being discovered and rediscovered by residents, and our thriving local businesses are showing how they can adapt to new ways of working.

The government's CCC has advised that to strengthen the economy the UK can and should deliver on our climate goals. In their letter to the Prime Minister, the Committee said that 'Actions towards net-zero emissions and to limit the damages from climate change will help rebuild the UK with a stronger economy and increased resilience.' They recommend six principles for an integrated recovery and five specific measures:

1. Use climate investments to support economic recovery and jobs.
2. Lead a shift towards positive, long-term behaviours.
3. Tackle the wider 'resilience deficit' on climate change.
4. Embed fairness as a core principle.
5. Ensure the recovery does not lock-in greenhouse gas emissions or increased risk.
6. Strengthen incentives to reduce emissions when considering tax changes.

The CCC outlined that low-carbon investment in emitting sectors would stimulate jobs, stabilise future economic resilience, and mitigate climate related risks. Business and health professionals also made similar calls. Within Southwark, these principles are also a valuable guide for our recovery from COVID-19, and we will be applying the same principles to guide our recovery.

The C40 Cities group has also published an overview of principles which it recommends should inform this Green Recovery. Decisiveness will be required as we recover from this crisis, responding with policy that is centred around the resilience, health and wellbeing of local communities.

COVID-19 dominates decision making now. Southwark, and others have had to allocate resources and shift focus to respond to the pandemic. Revenues have been adversely affected, and social distancing measures have presented barriers to public

consultation on climate action measures. However, the prospect of a green recovery also presents opportunities for climate action, particularly if we can build on the behavioural and economic changes which have happened in response to the pandemic.

The pandemic and the response to it presents several opportunities to positively embed climate action within Southwark. These include:

- **Homeworking** – Restrictions on office working have created a rapid shift in perception of working from home. Further research is needed, but this could present a substantial opportunity to reduce impacts associated with office spaces and commuting. It is important to recognise that not all residents can work from home, and that any action we take should continue to support and promote social justice and reducing inequality.
- **Uptake of active transport** – When workers have travelled into the office, they are doing so by bicycle in increasing numbers. The proportion of cyclists increased two-or even three-fold during the summer months in 2020.
- **Lobbying National Government** – As policymakers shape the economic recovery, local government is in a unique position to influence government policy in the pursuit of a green recovery. In turn, this could stimulate low carbon activities across the city.

In shaping the recovery from COVID-19, we have the opportunity to capture the benefits of a low carbon economy like never before and build resilience against future shocks including potentially climate-related service disruption. Central to these benefits are economic opportunities. Investing in low carbon technology (such as air source heat pumps and solar panels) also provides opportunity to stimulate the local economy.

As the low carbon economy grows, we expect to see positive impacts in other areas. For example, homeowners rolling out retrofit are expected to experience lower energy bills and an improved standard of living. Similarly, in reducing road traffic, residents can live healthier, safer lives. This just transition is a significant additional driver of health, social and economic co-benefits.

Southwark's Approach

Achieving a carbon neutral borough cannot be achieved by any one organisation. It requires everyone with a stake in the borough to work together at every level to transform Southwark and create a greener and more sustainable future. To deliver our priorities there is work that the council needs to do, but also government, city hall, businesses, institutions and individuals. It is only by every part working together, with the backing of urgent and large-scale government investment, that we can achieve our goal to be carbon neutral by 2030.

Our work must be part of a much larger global movement for change, and so our approach will be rooted in the global foundational framework of the UN Sustainable Development Goals which provide a blueprint to achieve a better and more sustainable future for all.

Alongside this, our approach should be guided by our own values. The council's fairer future values inform and guide all our decisions and determine how we deliver on the commitments that we have made. The values of treating everyone as a valued member of our own family, using our resources well, working for everyone to achieve their potential, being open, honest and accountable and making Southwark a place to be proud of should also inform and guide our work to tackle the emergency. We believe Southwark's climate change strategy should reflect the borough and ensure an emphasis on social justice.

There is an opportunity during a just transition for not only a reduction in carbon, but also other wider social benefits that align with Southwark's values. For example, there are opportunities to address the housing crisis and tackle fuel poverty. There are opportunities to improve public health, both mental and physical, and opportunities to tackle employment issues with green jobs. A climate strategy can reduce our carbon but also work alongside the council's other ambitions to deliver a fairer future for all in Southwark. Our approach will recognise this and capitalise on opportunities to maximise social gain in the decisions that we take. Below, we have defined three key elements of our social justice approach – ambition, inclusivity, and transparency.

Ambitious

We should not constrain ourselves to changing existing projects, or activities that the council traditionally delivers. We should instead look at all opportunities to act and be ambitious in the scale and scope of our work. Failure is not an option and so we will be bold in our ambition and bold in our actions.

We know that we do not know all the answers, and so will be flexible, adaptable, always learning and willing to try new approaches. We will achieve change by pushing the boundaries of what is possible and not being afraid to try new ideas and approaches to deliver change.

Inclusive

The climate emergency is an ethical and political issue, not just an environmental one. We will support a just transition where the requirement to change is spread fairly with the greater share to those most able to afford it. Part of this is the principle that the polluter pays – ensuring that those who produce the most carbon are accountable for

the cost of managing it. We will support plans that tackle the climate emergency, but which also reduce inequality, support an economy that works for everyone and promotes a fairer future for all.

Southwark is rightly proud to celebrate its diverse population. Our approach will be inclusive of all our residents, whoever they are and whatever their background. We will reach out to every part of Southwark and meet the climate emergency with a response built by all our community and owned by all our community.

Transparent

We want to ensure that we are open and honest in our approach. We do not know all the answers and information on our climate can sometimes be difficult to produce. We will only achieve carbon neutrality if we work together as a community but to do this, we need to be honest with each other and accountable to each other.

Being open, honest and accountable will help foster a constructive and inclusive environment in which we can come together to find solutions to the challenges that we all face. We will be a good partner and work with others to lead change in Southwark and to campaign for change across London, the country and beyond.

Alignment with Southwark's priorities and operations

Southwark's Borough Plan 2020-22 already includes a range of ambitious commitments that will have an impact on carbon emissions, which include:

- Make Southwark carbon neutral by 2030 and deliver the Southwark Climate Change Strategy.
- Plant 10,000 new trees by 2022.
- Make Southwark a Low Traffic Borough, dedicating more of our highways to zero carbon uses including walking and cycling and improving air quality by reducing car journeys.
- Double the number of bike hangars in the borough by 2022 and work towards every home in Southwark having access to a safe place to keep a bike.
- Continue the work we began in 2010 to halve council emissions by 2022.
- Make the Old Kent Road opportunity area a carbon-neutral development.
- Use council land and roofs to produce clean energy.
- Divest council investments away from fossil fuels and into sustainable alternatives.
- Bring forward low waste, low energy new council homes.
- Work towards having electric car charging points on every street with an additional 200 charging points delivered by 2022.
- Vary parking charges to discourage the most polluting vehicles.
- Protect and enhance Southwark's biodiversity and make nature accessible for all.
- Boost access to cycle hire.
- Campaign to extend the Bakerloo Line to Old Kent Road and introduce an active travel plan for the area.
- Work with the Mayor of London to improve cycling infrastructure in Rotherhithe and campaign for a river crossing that connects Canada Water to Canary Wharf.

- Campaign for the reopening of Camberwell Station and promote active travel in the area.

Alignment with other strategies

There are also several key strategies, policies and programmes in the council that we also need to ensure align with the ambitions of this strategy. We will undertake an analysis of existing council policies and review whether there are changes that should be considered to ensure that they are integrated with our climate emergency approach. This includes key strategic plans such as:

- Movement Plan – strategy to improve how we move around the borough, encouraging sustainable travel.
- The New Southwark Plan – the council’s key planning document which sets out our framework and policies for planning and regeneration in the borough.
- Asset Management Strategy – the council’s approach to managing its building stock.

For all three of these documents, this strategy will inform and drive actions and policies on tackling the climate emergency. It will provide a roadmap for commitments in other strategies and will work to align our priorities across the piece.

There are also a range of other action plans, which include:

- School Travel Plans
- Economic Wellbeing Strategy
- Skills Strategy
- Carbon Offset Fund
- Air Quality Action Plan
- London Energy Project and Procurement
- Southwark Nature Action Plan
- Tree Management Strategy
- Public Health strategies and action plan
- Investments and improvements in housing and the council’s other buildings
- Divestment in pension funds from fossil fuels

Iterative development

Given the scale, urgency and complexity of the climate emergency this strategy should not be considered the end of our approach, but rather the beginning. Our whole approach should be iterative and flexible to respond to the rapidly changing regional, national and international contexts. The process is one that we will continually define, develop and deliver. Through this process we need to constantly review and evaluate what we are doing and how, so that we can ensure that we are always using the best ideas which will have the greatest impact.

Having an iterative approach is particularly important as new technologies start to emerge that allow us to store and capture carbon. We will continually monitor the latest technological developments and it is an ambition of the council to sequester carbon

directly. We also recognise however, that carbon capture alone is not enough to tackle the climate emergency.

A Borough Partnership

To deliver these priorities we need strong partnerships that have influence at the local, regional and national levels. Local institutions including the council should work together to align their ambitions to tackle the climate emergency. Working with NHS trusts, universities, colleges and other institutions collaboratively can identify opportunities to reduce their collective carbon through, for example shared supply chains. The council will take a proactive role in convening local actors in response to the climate emergency and this strategy sets the framework for action which everyone in the borough can help to deliver.

Southwark will continue to be a leading voice in London, working with councils and London Councils. It will use its voice to lobby government for change both unilaterally and with partners. Working with the Mayor and London Councils, Southwark will be a strong voice for action. Southwark will lobby for government action and funding, and for recognition of the importance of partnership in delivering carbon reduction.

Our response to the climate emergency is only successful if the council is working as a partner and influencing at local, regional and national levels.

At a borough level, the council will use its membership of groups or organisations to ensure that their policies are aligned with the council's climate emergency ambitions. This includes groups such as the Local Enterprise Partnership. It will also work with other partners who also have climate strategies such as the NHS trusts, local schools, universities, colleges and transport providers to as much as possible align our approaches both in direct delivery but also in our shared supply chains.

We will continue to work with London Councils as well as bilaterally with other boroughs to align climate strategies across the city and use our collective voice to deliver and campaign for change. Alongside local government, we will work with regional government through both the Mayor and the Greater London Authority. We welcome the Mayor's commitment to being carbon neutral by 2030 and will work with him and his administration to help deliver this.

The council is working closely with anchor institutions. We are working to develop networks of relationships which go beyond bi-lateral, transaction exchanges towards more entrepreneurial and collaborative exchanges that deliver value for residents and partners. Climate change is central to these relationships, ensuring that we are all aligning the work we are doing across our organisations to reduce carbon and be more sustainable.

The government has committed to the UK being carbon neutral by 2050. We do not believe that this is ambitious enough, but current policies suggest that the government will miss even this target. The only way the country will come close is with councils delivering for the government. The government must see councils as equal partners to deliver. As with so much, the real innovation and political drive happens at the local level, we encourage the government to recognise this and to work with councils to

deliver the change that is needed. We will lobby the government to match the commitment of Southwark, the Mayor of London and many other councils to move its target forward to 2030 so that the UK can truly be a global leader in delivering change. We will continue to lobby government to properly fund councils to deliver change and to devolve greater powers to councils so that they can drive the change that is needed.

Working with Business and the Green New Deal

Social justice and a just transition require us to tackle climate change in a way which reduces inequality and creates opportunity for people in the borough. That is why we support the principles of a green new deal.

We recognise that economic, social and climate justice are linked. We will work with business to support the growth of green jobs, and support initiatives that promote and use the latest green technology available. Through our COVID-19 recovery, we will support businesses as they support our residents with sustainable, good jobs.

Southwark is home to organisations with significant global reach. We have international companies, branches of global retailers and other large UK retail. Working with these companies in Southwark enables us to have reach beyond our borough. We will use this to find local solutions that encourage companies to act nationally or internationally. We will also work to ensure that businesses are doing their fair share in reducing their carbon impact and moving towards more sustainable practices.

We will work directly with microbusinesses and small and medium size businesses (SMEs), including through bodies like the Southwark Business Forum and our local Business Improvement Districts. We will collaborate to build a consensus around the strategy and the development of practical programmes that we can put into action. We will work with our small businesses to support those taking steps to reduce waste and carbon emissions. This could include waste management, improvements to energy efficiency or changes to the public realm to encourage walking and cycling. We will seek to develop local skills and employment based on improved education and understanding of climate change across the borough.

Working in partnership with our business community we will help them to make the changes needed. We will also listen, recognising that change can present challenges to businesses. By working in partnership, we aim to help our businesses be part of the solution to climate change in Southwark.

As Southwark and the country transition to a sustainable, low carbon future, we will invest in the green jobs of the future. We will work with business, charities and others to support the jobs we need to deliver zero carbon. These jobs and access to training will be open to all residents but we will target support most where it also reduces inequality and delivers other wider benefits to our community.

Taking Action

Our vision is for a carbon neutral Southwark where we have transitioned justly, we are reducing inequality and supporting a strong green local economy. To do this, we have set five priority areas where action is urgently needed to reduce our carbon. In each area, we have set out the actions that need to be taken to reduce our carbon. This focuses on changes that need to be taken now, together with progress that has already been made. They show that we can all play our part in the journey to a carbon neutral future. Within these priorities, we have also included the work that the council needs to do to reduce its own emissions. We will lead the way by not only reducing our own emissions but supporting the borough to do the same. The five priority areas are:

- **Greener Buildings:** these actions relate to Southwark's built environment and new developments e.g., emissions from privately rented homes, commercial offices and private property development. They cover scope one and two emissions.
- **Active and Sustainable Travel:** these actions relate to surface transport across the borough, e.g., emissions from private car travel. They cover scope one, two and three emissions.
- **A Thriving Natural Environment:** these actions relate to the maintenance and security of the borough's natural environment e.g., increasing tree canopy coverage.
- **A Circular Economy with Green Jobs:** these actions relate to waste within the borough e.g., emissions from non-recyclable waste disposal. They cover scope one and two emissions.
- **Renewable Energy:** these actions relate to the provision of more renewable energy within the borough i.e., local installation of technologies such as solar PV.

Defining our goals and actions

Each priority area contains detail about the current context, forward-looking emissions modelling, as well as immediate actions intended to bridge the gap to the 2030 target. Actions have been designed to set out a borough-wide programme of activity across the five key priorities.

Each priority has been split into themes of activity, which need to be undertaken. Within each theme we have set out a series of goals which define more specific areas of activity. To achieve these goals, we set out a range of actions. Actions represent the most granular level of activity and define the specific work that needs to happen to deliver carbon reductions. These actions focus on what needs to be done now, and which build on work already underway. Over the course of this strategy, we will develop new actions to reach the goals and deliver the carbon saving required.

Grouping actions in this way allows our response to the climate emergency to remain flexible whilst focused on delivering a carbon neutral future. This grouped approach also ensures consistency when monitoring and reporting progress into the future.

By working this way, the council can provide a clear picture of how actions will be delivered, whilst remaining open to additional actions in the future as circumstances change. This ensures the plan is robust enough to remain useful even as policy and/or technological advancements evolve. The strategy will need to be further developed and strengthened over time and we will do this on an ongoing basis.

Setting actions

Ambitious activity is required to meet the borough's climate action targets. In determining the actions in this strategy, we have been informed by the work done to date within the council, alongside modelling and research. We have also undertaken comprehensive engagement with our residents. In addition, we have also considered:

- Future emissions modelling: these forward-looking models give us an indication of the scale and nature of actions required to tackle the climate emergency in Southwark. They help predict what actions we will need to take in the future, considering newer technologies and decisions from government that we expect to see before 2030. The council commissioned *Carbon Descent* to carry out initial modelling in late 2020, which has subsequently been updated by *Anthesis* to form part of this strategy.
- Local contexts: Actions have been further streamlined according to existing work carried out by the council, future plans and aspirations for projects. Multiple teams from across the council have inputted into this process.
- Specific research: the council commissioned *Anthesis* to review existing policy and utilised their experience developing similar climate change action plans for local authorities across the UK.
- Consultation feedback: The council has engaged with residents, businesses and other groups in the borough to better understand the priorities and aspirations of the borough. We commissioned *Traverse* to carry out a programme of engagement, and combined this with our own consultation, events and direct feedback. This process informed our actions across the priority areas.

The role of the council

The council plays a leading role in climate work across London and will continue to engage with other councils to learn from and enable best practice.

The council has a role as a leader of a whole borough approach to tackling the climate emergency. The council only has direct control over a small proportion of the total emissions in Southwark. However, it does have a role as a leader, a convener and an enabler. A body with democratic legitimacy to challenge government and be a voice

for the borough regionally and nationally. It has a role in convening partners and communities to develop a strong vision.

The council has influence in a range of areas where we:

- Directly manage such as the use of our buildings.
- Can enable through funding, such as through grants for community gardens.
- Can enable through policy, such as changes to use of residential streets by cars.
- Can influence locally, such as working with local businesses to reduce plastic use.
- Can influence or ask for nationally, such as decarbonising our national grid at a quicker pace or for funding to research new climate technologies.

A comprehensive approach to decision making recognises our role across these various levels and the multi-layered solutions that may be necessary to deliver change. We will develop a lobbying and advocacy strategy to help ensure that our climate goals are delivered. We recognise that we cannot do this on our own and must use our influence at every level from the individual to national government.

Table 1.0 illustrates that scale of the council's ability to influence carbon reduction.

Influence	Description	Emissions affected
Direct control	Actions relate to emissions sources that are directly owned or operationally controlled by the council.	e.g., council's own scope one and two
Stronger influence	Actions relate to the council's ability to influence emissions outside of its direct control through policy making and/or certain procurement activities e.g., council's procurement policy.	e.g., council's own scope three, borough-wide scope one and two
Medium influence	Actions relate to other activities in the borough not deemed 'stronger'. This may influence some procurement and supply chain emissions sources but primarily is centred on borough-wide policy changes e.g., raising minimum energy standards for private-rented homes.	e.g., council's own scope three, borough-wide scope one and two
Weaker influence	Actions relate to the council's ability to convene and engage a wide range of stakeholders in the borough, lobby national government and influence behaviour changes e.g., the council is positioned to take a leading role in facilitating joint commitments, information sharing and maximising efficiencies.	All

Sequencing actions

Southwark has already made huge progress in reducing carbon. This varies across the different priority areas and so the actions need to reflect that and build on what has already taken place. When developing actions, we have considered the starting point and what is necessary to deliver savings in each area. We have considered the strategic actions required to set the groundwork and the direct actions to deliver tangible reductions.

The approach to setting actions is cyclical, enabling us to set the groundwork in a theme before moving onto the more tangible direct actions.

This cycle, in Figure 1.4 below, goes through three stages, with continued review and evaluation.

Research & Design (R&D) actions help us to understand the context we are working in, such as the existing evidence on a policy and the options available. These inform the design of solutions and shape next steps. For example: Baselineing impacts, new policy making, undertaking energy audits.

Engagement actions are specific supporting actions which can facilitate a carbon saving project, but do not lead to a direct saving themselves. For example: Establishing business partnerships, convening a citizens' jury, consulting low-carbon specialists, improving governance and accountability.

Implementation actions are those which lead directly to low-carbon projects. For example: Building retrofit programmes, construction of renewable supply infrastructure.

Continued review and evaluation shape this process to inform new initiatives and scrutinise progress.



Figure 1.4: Diagram which describes how actions can be sequenced together to deliver progress.

Cost of delivery

To develop this plan, the council commissioned *Carbon Descent and Anthesis* to carry out work to assess the scale of the challenge and the cost to meet our ambition. This work estimates the capital cost at around £3.92bn. To achieve our ambition, we will need considerable investment in the borough and for government to increase its commitment to the climate emergency.

While the figure of £3.92bn gives an overall indication of the scale, more work will be required as we identify the resources required to deliver. Likely costs are set out in the table below.

Table 1.1 illustrates the different costs that must be considered.

Capital costs	"Up-front" expenditure e.g., the material cost of implementation of a retrofit programme, that is recognised on a balance sheet.
Operational/ revenue costs	"Lifetime" costs e.g., monthly energy bills or asset maintenance that reduce the organisation's annual surplus (profit)
Resource/ time costs	Typically, a type of operational cost, but often expressed in units of time or full-time employee equivalents, as a reallocation of an existing role may be possible e.g., one full time employee to design & oversee retrofit delivery.

Savings & payback	Financial benefit of a given action e.g., saved operational costs because of capital expenditure on retrofit.
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Investment in low carbon activities often brings direct and indirect benefits, many of which are financial.

As we develop further actions, we will make estimates of the costs and where possible identify a figure of ‘pound spent per unit of carbon saved’ metric (£/tCO₂). This means that we can report transparently. Given the significant likely challenges over funding, this will enable us to assess and prioritise measures to ensure the maximum saving for investment. It will also allow us to focus any lobbying or behaviour change initiatives in a similar way, while recognising the many co-benefits that the actions can deliver.

When considering costs, we will also consider operational implications. We will also consider any “additionality.” Some investments may have needed to happen anyway; for example, there may be a requirement to make capital expenditure on assets that are coming to the end of their life. In this way, making the distinction between ‘low carbon’ spend and planned maintenance is important. For example, if a gas boiler needs replacing, it is important to look at the additional cost of a low-carbon heat pump relative to a gas boiler, rather than the cost and benefits of a heat-pump on its own. We will also consider other co-benefits. Benefits such as reducing inequality, improving health are important to our aim of social justice but sometimes harder to measure financially.

Action Plan

Priority 1 – Greener Buildings

Southwark is a diverse and exciting borough with approximately 15,000 businesses and a truly vibrant population that comes from being in central London. Within the borough 42% of all housing is social housing. The council is proud to be the largest landlord in London with over 52,500 properties and 14,500 leaseholders with a further 17,000 homes owned by housing associations. There are major anchor institutions with large buildings including hospitals, universities, large business and retail space. The council also has control of over 350 buildings including offices, schools and depots. The borough is growing and regenerating, creating opportunities for the council and its residents. We want to create a green economy that delivers co-benefits of economic growth, reduced inequality and carbon reduction.

To be carbon neutral by 2030 Southwark must:

- Commit to carbon neutral buildings in the borough.
- Require embedded building techniques such as green roofs and solar panelling.
- Repurpose existing buildings that are no longer fit for purpose or need modernising where possible.
- Use and create buildings that protect and enhance our green spaces.
- Ensure buildings are built to minimise carbon emissions in their use.
- Strengthen all policy documents including the New Southwark Plan with a carbon neutral commitment.

To deliver a carbon neutral future, our actions need to be aligned with and responsive to the national, regional and local context. This includes:

National Policy:

- In accordance with the Future Homes Standard (2021), gas boilers will be banned in new homes from 2025.
- The Government's Clean Growth Strategy (2017) set targets for non-domestic properties (DEC band B by 2030) and for as many homes as possible to be EPC Band C by 2035.
- UK Green Building Council Advancing Net Zero Programme (2018) provides guidance on delivering emissions reductions to the construction and property sectors.
- The Domestic Minimum Energy Efficiency Standard (MEES) (2017) in the domestic private rented sector currently prevents landlords from letting properties rated below EPC band E.

GLA Policy:

- The London Plan (2021) outlines net carbon zero targets for major new developments and further targets for emissions reductions beyond national policy for domestic buildings.
- The draft 'Be Seen' Energy Monitoring Guidance (2020) requires new developments to monitor and report on their actual operational energy performance for up to 5 years after completion.

- The draft Whole Life-Cycle Carbon Assessment Guidance (2020) sets out guidance for tackling the embodied carbon of existing buildings.
- The Warmer Homes Programme provides free retrofit improvements for low-income homeowners who own their own homes or rent privately.
- London Energy Transformation Initiative (LETI) network provides guidance and resources for borough energy policies and stakeholder collaboration across London.

Southwark Policy:

- The New Southwark Plan Policy P68 Sustainability Standards requires the majority of development over 500sqm to achieve a BREEAM rating of 'Excellent'.
- The New Southwark Plan Policy P69 Energy requires major developments (of less than 10 units) to reduce on-site carbon dioxide emissions by a minimum of 100% (for residential developments). For non-residential development a reduction of at least 40% should be achieved onsite beyond 2013 Buildings Regulations Part L standards.

Emissions Modelling

Southwark's emissions from buildings have been modelled to an ambitious pathway of decarbonisation – these are shown in Figure 1.5. This includes measures relating to building fabric, heating systems and new building development across the borough's domestic and non-domestic buildings. The graph shows the urgent need to move away from gas boilers as the primary source of heating in the borough.

The council's objectives around sustainable new build developments and low-carbon technologies relate closely to these emissions. To achieve the overall reductions needed for this model, it requires:

- As many homes as possible within the borough are connected to the SELCHP network or an equivalent district heating network. This includes the 17,000 or so homes currently on district heating networks, plus around 50% of other homes. The remaining are served by heat pump systems or other electrified heating networks by 2030. Any SELCHP expansion will require detailed feasibility, including a full legal assessment of increased connection to homes.
- Improved building fabric performance to increase energy efficiency to reduce energy demand. This can be achieved through ensuring all single-glazed windows, all lofts without insulation and all unfilled cavities and solid walls are insulated.

The emissions modelled below represent the decline in emissions because of the discontinued use of fossil fuel heating and cooling systems. As fuel consumption switches from gas to electricity, the incurred grid emissions from additional heat pumps (across new build, retrofit and SELCHP) are also included. Residual emissions are the result of the required use of the national grid to power the borough's electrified heating systems.

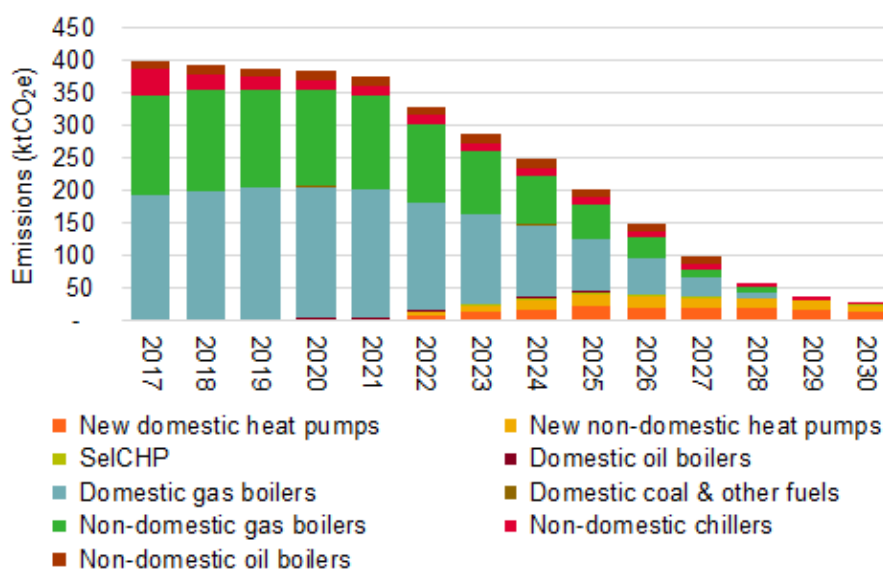


Figure 1.5: EnergyPRO modelling for emissions sources relating to fossil fuel building heating systems, SELCHP and heat pumps in new build developments.

Funding

There is a significant capital funding gap for the required level of retrofit and new build to progress towards carbon neutral. In total we estimate that £2.6bn of capital expenditure is required. Funding required would need to be a combination of the public sector, private sector and residents.

We estimate the required capital expenditure is.⁶:

- £603m relates to domestic insulation.
- £632m relates to domestic heating systems being added to the SELCHP network.
- A further £617m relates to domestic heating systems being updated with heat pumps.
- £710m relates to heat pumps in non-domestic buildings.

Additional revenue funding would also be required, to support the delivery of such a substantial change in how we build and heat our homes. These costs are not included above, but would help ensure enforcement of new building standards, alongside the promotion and awareness of a move away from domestic and non-domestic boilers.

There will also need to be a substantial upskilling of technical knowledge, in the building and heating industries, to allow this shift to happen. Investment in green jobs through a green new deal is therefore essential to ensure that Southwark has the skills and experience to deliver this change.

⁶ Full details of assumptions are found in the appendix.

Actions

Work is already underway to deliver this priority area. The themes and goals below show what we need to achieve to reach our vision together with the immediate actions that we need to take. Alongside this work, we will continue to develop new actions to ensure we stay on track to reach our goals and make the carbon saving.

Theme	Goal	Progress	Immediate Actions
A. Planning regulations that centre carbon neutrality	1. Policy is used to improve energy efficiency standards in existing buildings during redevelopment or retrofit when planning is required	Low carbon zone in Peckham, funded by Mayoral investment, gave support, funding and energy efficient improvements to local buildings. New carbon price of £95 per tonne for non-residential and residential development has been implemented and will be reviewed.	Explore options for energy performance standards in the early review of the New Southwark Plan
			Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions.
			Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality.
	2. Policy is used to drive higher energy efficiency standards in new developments		Explore options in the early review of the New Southwark Plan for encouraging the use of recycled materials in new development as a means of reducing the embodied carbon of new builds.
			Explore options for standardised measuring frameworks to ensure compliance with planning policies for improved energy efficiency in all new build properties.
			Approve the carbon offset fund within Southwark in Autumn 2021, including governance structure and approach to prioritising spend.
B. Buildings minimise their carbon emissions and maximise their energy efficiency.	1. Guidance and support are made available to improve energy efficiency across the borough	Currently working with BEIS and Energy Hubs to secure funding to improve some of the least energy efficient properties in the borough.	Highlight best practice and leading examples of decarbonised buildings.
			Publicise opportunities associated with improving energy efficiency standards and provide

			communications to owner-occupied homes.
			Target energy saving advice and support households experiencing fuel poverty.
	2. Residents and businesses improve the energy efficiency of existing buildings		Raise the minimum energy efficiency standards (MEES) from the current D up to a C for private rented properties and improve its enforcement to capture non-compliance, providing support to tenants and landlords where needed.
C. Low-carbon technologies and practices are encouraged within the borough's buildings.	1. Maximise the use of low-carbon technologies for new and existing homes	Work is already underway to expand the SELCHP network. Air source heat pumps will be installed in four libraries throughout 2021, which will replace the existing gas heating systems.	Identify households not currently serviced by district heating that can be switched onto SELCHP or equivalent district heat system. Alongside this Identify areas of the borough that cannot be served by heat networks and must look at communal ASHP, CHP or secondary source heat pumps.
			Provide specific policy and guidance to households and businesses relating to the transition onto heat pump technology and other low carbon technology.
			Develop an advocacy campaign calling on national government to establish a Green Homes Investment Fund and request changes in taxation (e.g, VAT) to make changes more affordable
D. Decarbonise operational council buildings.	1. Lead by example by making all operational buildings carbon neutral	All council buildings now run on 100% renewable electricity. We are moving to green gas for operations, and transition is underway to move communal areas in housing and schools over by 2022.	Carry out energy audits on the largest energy consuming properties in the council's portfolio to tailor support and improvements.
	2. Low-carbon technologies and practices in council-owned buildings		Ensure all council buildings are moved to 100% renewable energy tariffs.
			Start the roll out and installation of heat pumps within council-owned/affiliated properties

	3. Reducing energy demand and cutting energy waste in council-owned buildings	Street lighting team have designed and installed over 4000 LED lanterns across the borough. All future lighting will be LED. Our modern lift motors and controllers are now low energy producers that improve efficiency. The council has begun a process of consolidating operation buildings, substantially reducing energy consumption.	Replace energy inefficient appliances and lighting in council operational estate.
E. Decarbonise council housing.	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	Improvements already underway including replacing gas burning boilers on the Wyndham, Consort and Newington Estates with modern water source heat pumps.	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties, i.e., those with EPC rating D or lower.
	2. Replacing gas with low-carbon technologies	The Tustin Estate has seen new insulated roofs and double-glazed windows installed to the three tower blocks, significantly improving their energy efficiency.	Increase the number of council-owned homes to the extended SELCHP network where feasible.
		Ann Moss Way development is an ongoing pilot project to investigate whether carbon neutral council homes can be developed to Passivhaus standard and the cost of doing so.	Continue to roll out of heat pumps within council housing stock and replacement of individual gas boilers.
			Work with residents to develop decarbonisation plans for every estate in the borough.

Next Steps

The list of actions above will be developed incrementally, but there will also be further new actions that may become a focus in the future and will be considered accordingly. Examples of such actions could be:

- Ensuring the operational carbon of new developments is accurately reported following building completion.

- Exploring voluntary licensing schemes for private landlords as an incentive to the private rental sector to improve the energy efficiency of their stock.

Beyond the council's own actions, there must also be a focus on what other partners and stakeholders can action themselves, from a central government to resident level. This highlights how important collective action will be. Central government need to significantly increase the level of funding available for renewable heat technology and for raising the thermal efficacy of existing buildings. Businesses can identify and maximise opportunities to install green roofs, facades and cool roofs on buildings, while residents can identify opportunities for renewable heat in properties. Both groups can also continue to engage with the council on energy efficiency standards and other behaviour change initiatives.

Priority 2 – Active and Sustainable Travel

Improving our streets to help with how we move around the borough of Southwark, encouraging sustainable travel and improving the environment is key to the success of reducing the impact of climate change. Emissions from transport accounts for 15% of the borough's emissions profile, of which around 99% comes from on-road transport. After buildings and associated energy supply, treatment of the borough's transport emissions is the next largest sector to tackle.

To be carbon neutral by 2030 Southwark must:

- Reduce car journeys to a minimum by 2030.
- End freight and commercial delivery in polluting vehicles.
- Encourage and support residents and businesses to switch away from petrol and diesel vehicles.
- Improve the accessibility and sustainability of public transport.
- Be a borough where walking and cycling becomes the default way to get around.

To deliver a carbon neutral future, our actions need to be aligned with and responsive to the national, regional and local context. This includes:

National Policy:

- The UK Transport Decarbonisation Strategy states the current challenges and steps to be taken when developing the transport decarbonisation plan and will be published in 2021.
- The Road to Zero Strategy (2018) sets out new measures to establish the UK as a world leader in the development, manufacture and use of zero emission road vehicles.
- The Ten Point Plan for a Green Industrial Revolution (2020) states that from 2030 new petrol and diesel cars and vans can no longer be sold. From 2035 all new cars and vans must be fully zero carbon emission at the exhaust pipe.

GLA Policy:

- The Mayor's Transport Strategy (2018) aims for 80% of all London journeys to be completed on foot, by bike or public transport by 2041.
- Vehicle usage and emissions within London are regulated by Transport for London's Low Emissions Zone (LEZ), Ultra Low Emissions Zone (ULEZ), and Congestion Charge.
- The Mayor is committed to supporting boroughs to create town centre Zero Emission Zones (ZEZ), with plans to make central London a ZEZ from 2025 alongside plans for a zero-emissions bus fleet.

Southwark Policy:

- Southwark's Movement Plan (2019) sets out our approach to improve people's experience of travel to, within and around the borough including a mission to reduce traffic. The Movement Plan will be reviewed in 2022 to align the targets with this strategy.
- The New Southwark Plan Policy P48 Public Transport requires development to improve accessibility to public transport by creating and improving walking and

cycling connections, and Policy IP2 Transport Infrastructure requires developers to collaborate with Transport for London and other stakeholders to improve transport infrastructure and promote active travel.

- The New Southwark Plan Policy P53 Car Parking requires development to provide electric vehicle charging points (EVCP) where onsite parking is permitted.
- We will continue to run our campaigns on the Bakerloo line extension, a river crossing at Rotherhithe, and the Camberwell Overground. We will also explore options for trams as part of the council's work on options for Low Carbon Public Transport over the next decade.
- The council is working with the Port of London Authority to develop innovative and strategic solutions to the climate emergency across London as part of the development of a 2050 plan for the River Thames, and we will develop an engagement exercise with our local communities in Autumn 2021, building on the work of the Southwark Stands Together programme to develop the most creative response to this emerging vision.

Emissions Modelling

Southwark's emissions from on-road transport have been modelled and are shown below in Figure 1.6. This includes an overall reduction in vehicle trips, more of those remaining trips being undertaken by foot and by bike, and a transition away from petrol and diesel vehicles. These journeys are to be replaced by a combination of increased walking and cycling, reducing unnecessary journeys, greater use of public transport and when necessary, switching to electric vehicles. In addition to reducing emissions from travel within the borough, we also want residents to reduce travel outside the borough including flying. Figure 1.7 below shows details of carbon emissions from flying in relation to Southwark residents.

To achieve the emissions reduction in the model below, we need:

- An absolute reduction in vehicle kilometres travelled of 9%, achieved through modal shifts to active & public transport.
- All petrol and diesel cars & buses to be removed from circulation by 2030 and where necessary replaced with electric equivalents.

Emissions from flying remains a challenge. The adopted aviation scenarios below are based on Government forecasts with even the most ambitious forecast seeing a growth in aviation emissions to 2030. The "low" forecast assumes lower economic growth worldwide with restricted trade.

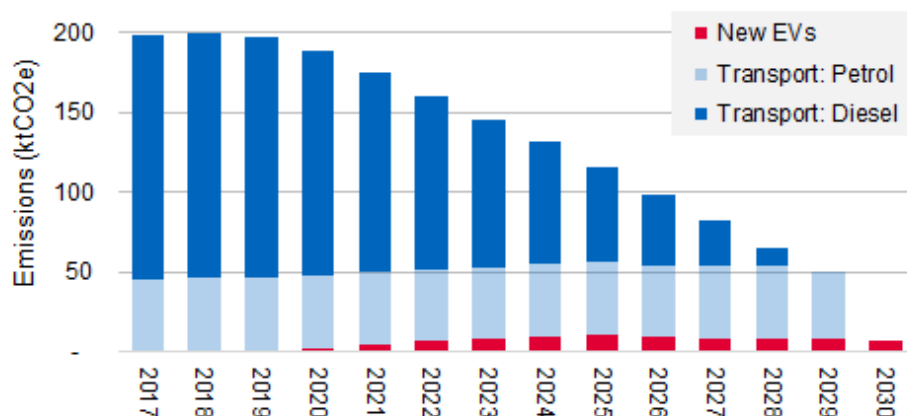


Figure 1.6: EnergyPRO modelling for Scenario 3, for emissions sources relating to transport and travel.

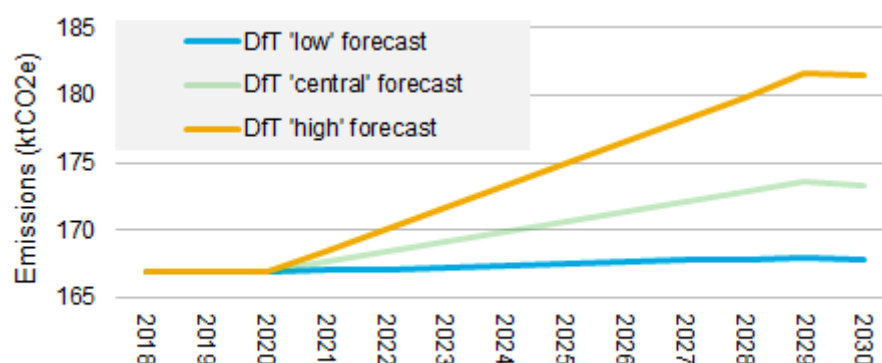


Figure 1.7: Department for Transport forecasts for aviation industry growth underpin SCATTER modelling of Southwark's Scope 3 aviation emissions.

Funding

As with many of the other sectors, there is a significant capital funding gap to facilitate the scale of change required to move towards carbon neutral. We estimate that £967m of capital expenditure is required for measures relating to transport. This funding would need to be incurred by a combination of the public sector, private sector and residents. As with other areas major government investment will be required:

- £885.9m relates to electric cars
- £18.9m relates to electric buses
- £37.9m relates to electric heavy goods vehicles (HGVs)
- £25.0m relates to active transport infrastructure⁷

In addition to capital expenditure significant revenue funding is also required, to allow the council to scale up resource in vital areas. This includes funding for research and feasibility studies, consultation with businesses and residents, behaviour change

⁷ See appendix for a full list of assumptions.

campaigns, promotional activities and increased enforcement, for example on anti-idling restrictions.

Funding streams through Transport for London, which the council would usually have access to, have been severely restricted due to the COVID-19 pandemic and the associated pressures on TfL's finances.

Actions

Work is already underway to deliver this priority area. The themes and goals below show what we need to achieve to reach our vision together with the immediate actions that we need to take. Alongside this work, we will continue to develop new actions to ensure we stay on track to reach our goals and make the carbon saving.

Theme	Goal	Progress	Immediate Actions
A. Make cycling and walking easier.	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	Since March 2019, the council have installed exactly 100 new pedestrian crossings, nearly 4km of new cycle route and installed 117 cycle hangars.	Continue to develop the cycling network in conjunction with the installation of LTNs.
		Walworth Low Emission Neighbourhood project underway to encourage active travel, reduce traffic and increase green infrastructure.	Review the 11 existing LTNs over the next 18 months including impact on carbon emissions.
B. Discourage the ownership and use of polluting private cars.	1. EV infrastructure is improved across the district to facilitate more electric vehicles on the road	Initial review of Low Traffic Neighbourhoods (LTNs) underway in Dulwich and Walworth.	Continue to install cycle hangers to meet the borough target of 500 by March 2022
		The Go Ultra Low City Scheme has so far led to the installation of 240 lamp post EV charging points.	Install 200 new EV charge points by 2022 and confirm longer term implementation strategy.
	2. Electric vehicles are actively incentivised to boost uptake	Southwark successfully partnered with EV charge manufacturer Char.gy to install the world's first highway induction charge pad.	Work with the industry, Mayor of London and government to develop the charging infrastructure needed to switch all taxis in Southwark to EV.
	3. Neighbourhoods and community areas are modified to reduce the distance	Since March 2019, the council have installed 36 measures outside schools including timed camera-controlled closures.	Explore the feasibility of emissions-based parking permits as part of review into permits on streets and estates.
			Develop and deliver a Low Traffic Southwark Plan which will set out in more detail how we aim to

	needed to travel to essential services	A diesel surcharge has been in place since April 2021 on parking permits and pay and display bays.	reduce vehicle travel within the borough.
	4. Ownership of private cars and behaviour patterns of their use are influenced		Increase enforcement on idling, introduce parking zones and road closures near schools during peak hours, improving air quality and reducing emissions. Support with public awareness campaigns.
C. Improve accessibility and sustainability of public transport.	1. Accessibility to public transport is improved to increase uptake and inclusivity	The Inclusive Transport Strategy has provided funding options for improved station accessibility. Commenced campaign to extend the Bakerloo Line to Old Kent Road, install a walking and cycling crossing in Rotherhithe and extension of Camberwell Overground.	Encourage and collaborate with transport operators including Transport for London to improve frequency, capacity and access to public transport.
			Campaign for re-opening of Camberwell Station and for zero carbon public transport initiatives.
			Work with the Mayor of London to secure the national investment needed to decarbonise bus and rail network
D. Reduce unnecessary journeys.	1. Remote working is increased to reduce commutes in the borough	Working on a project to promote low carbon/low emission delivery methods and consolidation from a delivery hub in Dartford.	Use the Digital Infrastructure Strategy to facilitate the provision of widespread wi-fi and high-speed internet to less well-connected areas across the borough to facilitate agile/teleworking.
	2. Commercial journeys across the district are influenced and consolidated to be more efficient		Co-ordinate at the Greater London level to ensure companies with large fleets of freight/HGVs are efficient in their processes, such as in the planning permission of the location of distribution centres.
			Explore potential for a small business grant for businesses who use carbon-neutral "last mile" deliveries, such as cargo bikes.
			Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads.

E. Cut down unnecessary flying & encourage offsetting flight emissions.	1. Aviation-based journeys are reduced in frequency to reduce associated carbon emissions		Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)
F. Decarbonise Council travel	1. Total number of journeys are reduced by staff in the borough	Moving to fully EV parking enforcement fleet. Greater use of bicycles including 18 bicycles for Park Liaison Officers and Community Warden patrols Commercial fleet is now fully ULEZ compliant, including 14 full EV being used by Southwark Building Services, Cleaning and Parks.	Support long-term smart working practices for council employees.
	2. Journeys across the borough are low carbon and efficient		Use information from a review of council staff's commuting and general travel patterns to set targets, actions and develop guidance on sustainable travel.
			Launch an internal educational campaign advertising the funding schemes available which subsidise the cost of EV.
			Identify opportunities for installation of EV charging points on council premises.
	3. Decarbonise council owned/rented vehicle fleet		Implement a strategic plan to trial low emissions vehicles into the LGV/HGV fleet (including waste and highways)
			Review and update fleet management procurement guidelines to specify that for certain vehicles, only Ultra Low Emissions Vehicles (ULEV) are permitted.

Next steps

Alongside working on the actions above, the council will continue to deliver the objectives set out in the Movement Plan, alongside regular monitoring of movement patterns in the borough to ensure our approach is targeted to the areas with most benefit. The COVID-19 pandemic has resulted in large shifts in travel patterns in the borough, and we want to retain the benefits to health and the environment that results from a greater level of active travel.

National government must lead the transition to zero carbon vehicles, provide certainty and encourage EV manufacturers to supply more affordable vehicles to the UK market. Alongside this government must support research and development into other low carbon fuels e.g., hydrogen while prioritising funding for active travel and public transport ahead of new road building programmes. We will be considering how we can best influence government to make the necessary changes.

At an individual level we will consider a range of actions to promote locally that can have a positive impact in this area. This could be opting to walk or cycle for short journeys, using public transport for longer journeys and shopping locally and reducing travel miles.

Priority 3 – Thriving Natural Environment

Southwark's award-winning parks, open spaces and built environment provide homes for a range of common and rare wildlife, including birds, bats, invertebrates and plants. We value our parks and trees as a vital component of the borough's landscape. We have 80,000 trees that bring joy to people and help clean our air. We recognise that parks, open spaces, fields and allotments are also important for supporting good health and wellbeing, reducing health inequalities, improving social cohesion, and managing health and social care costs. They help to reduce levels of depression, anxiety, and fatigue; mitigate air pollution, heat and flooding; and enhance quality of life for both children and adults.

To be carbon neutral by 2030 Southwark must:

- Improve biodiversity and introduce new green corridors to help wildlife to move.
- Make our streets a green place to walk, play and relax.
- Further increase tree canopy coverage across the borough with more planting, ensuring any loss of existing trees cover is a last resort and that those trees are replaced.
- Increase food growing in the borough, expanding allotments and community gardening.
- Enable building and development that works alongside and enhances our natural environment.

To deliver a carbon neutral future, our actions need to be aligned with and responsive to the national, regional and local context. This includes:

National:

- The 25 Year Environment Plan (2018) focuses on the protection and development of new and existing woodland. The associated draft Environment Bill mandates that planning permission be dependent on new developments achieving a biodiversity net gain of 10% minimum.
- The Woodland Trust Emergency Tree Plan (2020) for the UK makes a series of recommendations to local authorities on the maintenance and improvement of policies and actions regarding trees.

GLA Policy:

- The London Environment Strategy (2018) sets out a target of increasing London's tree cover by 10% by 2050.
- The Mayor of London's Greener City Fund (launched 2017) is a £12m fund to support community initiatives, strategic green infrastructure, woodland development, and community engagement.
- Transport for London's Healthy Streets Approach (2017) includes provision for improvements to the city's green infrastructure and sets a number of indicators to deliver healthier streets for Londoners.

Southwark Policy:

- Southwark Nature Action Plan (SNAP) (2020) sets out the vision and strategy for the continued protection, conservation and enhancement of nature in the borough.
- The New Southwark Plan Policy P56 Open Space protects Metropolitan and Borough open land (MOL and BOL) from development except in exceptional circumstances.
- The New Southwark Plan Policy P58 Green Infrastructure requires major development to support green infrastructure with arrangements in place for long term maintenance, with new publicly accessible open space and green links.
- The New Southwark Plan Policy P59 Biodiversity requires development to deliver net gains in biodiversity.

Emissions Modelling

Analysis has been carried out using the SCATTER Pathways Tool (a tool which is used to set emissions baselines), shown in Figure 1.8. The modelling considers factors such as tree coverage and identifying potential areas for urban greening through land use change.

To deliver the carbon savings that we require, we need:

- A 24% increase in forest coverage by 2030.
- A 30% increase in tree planting outside of woodlands, including lone trees, hedges and small woodlands. Tree planting is expected to increase from 20 hectares to 26 hectares.
- A 2% decrease in grassland and a 5% increase in land designated for biodiverse plants (i.e., crops) to improve carbon sequestration potential.

This modelling is particularly challenging for an inner-city area like Southwark where there is considerable pressure on land use. This modelling however shows what is required if we are to make the necessary carbon savings.

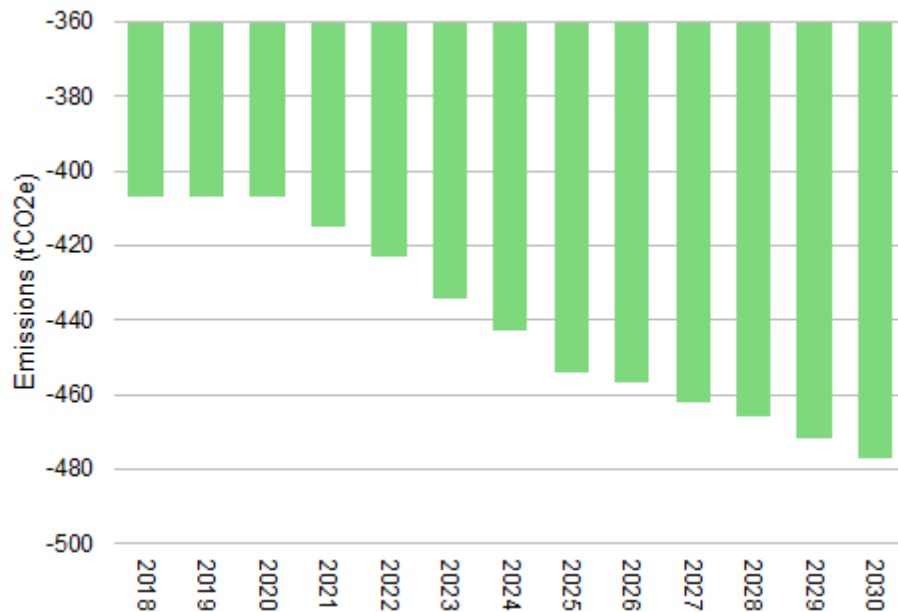


Figure 1.8: SCATTER modelling for an ambitious approach illustrating the associated carbon savings

Funding

Increased expenditure will be required to meet the required targets and contribute towards the carbon neutral target. Costs include:

- Trees - £5m has been allocated for tree planting up to 2030, which includes, but is not limited to, the council's existing tree planting goal of 10,000 trees by May 2022.
- Urban green corridor infrastructure, rewilding and provision of habitat support for biodiversity projects can run to a scale of £1-10m.
- Green roofing infrastructure costs can vary between £80-200 per square meter.

In addition to capital expenditure there are ongoing revenue costs to maintain trees and other green areas.

Actions

Work is already underway to deliver this priority area. The themes and goals below show what we need to achieve to reach our vision together with the immediate actions that we need to take. Alongside this work, we will continue to develop new actions to ensure we stay on track to reach our goals and make the carbon saving.

Theme	Goal	Progress	Immediate Actions
A. Create greener streets with more planting.	1. Improved urban greening and biodiversity	Investing in sustainable urban drainage including recently completing a scheme on Coleman Road.	Develop an urban greening strategy and urban greening factors for our neighbourhoods in line with the London Plan.

			Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity.
	2. Key sites for biodiversity are identified and protected		Identify potential green corridors between key green spaces/Sites of Importance for Nature Conservation (SINCs)
			Develop, support and expand Southwark's Biodiversity Partnership and their capacity to bid for and deliver local schemes.
B. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	On track to plant 10,000 trees by May 2022	Shape the new Tree Planting Strategy to target residual emissions in 2030.
C. Residents have greater access to nature.	1. Green space is valued and protected in the borough and opportunities to expand green space are explored	At Burgess Park we have expanded the nature area by over 8,000m2, a growth of 32%.	Develop a community garden plan with a sustainable garden template for social housing tenants and promote the allotment expansion guarantee.
		Expansion of our Allotment Guarantee underway. Rewilding actively being progressed for those tenants that wish to trial and expand it on estates where appropriate.	Designate more land in the borough for allotments.
D. Building and development works alongside and enhances our natural environment.	1. Policy is used to protect and enhance the natural environment	Southwark Nature Action Plan adopted in 2020 to enhance and protect our environment.	Impose more ambitious requirements in planning policy for the enhancement of existing open space, the creation of new open space and the improved carbon capture in land use.
F. Defining an offsetting strategy for residual emissions.	1. Develop an offset strategy for residual emissions	86% of Southwark's sites of importance for nature conservation are positively managed to improve their ecological value and ability to support biodiversity. This is the 6 th highest rate in England.	Develop an offsetting strategy to address the 13% residual emissions in 2030 not tackled by direct actions in the borough.
	2. Green spaces within the borough are protected and assessed for sequestration potential		Retain and protect existing key open spaces and soil carbon stocks which store CO2 in the borough.

Next steps

Beyond the actions above, there are a range of areas the council will consider when developing this action plan further. These include:

- Co-ordinate with community groups (e.g., friends of parks groups) and schools to co-ordinate work to install green infrastructure in streets.
- Map key green spaces, SINCs and soil carbon stocks which store CO₂ in the borough.
- Plan tree planting and ongoing tree maintenance and monitoring with community groups (e.g., friends of parks groups) and schools.

As with the other key themes within this document, it is imperative that action occurs at all levels. The council can achieve much but will only go so far without significant investment at a national level down to individual behaviour change and reduction of energy consumption. We all have a role to play, and the council will set the example through progress against those actions listed above.

Priority 4 – A Circular Economy with Green Jobs

What our residents and businesses use, eat, and wear, and how these things are made and transported, is a large and sometimes hidden driver of carbon emissions. Southwark's place in central London and demographics mean its consumption levels are high on average.

As well as what we consume, we need to think about how we dispose of the things we use and how the work we do impacts on the climate. Southwark has the highest recycling rate in inner London at 35% of waste recycled. There is however still a lot more we can all do, with 70% of what we throw out as rubbish being recyclable. We want to ensure we reduce what we buy, reuse as much as possible and recycle, including food and garden waste.

How we use water is also an important part of reducing our consumption. We need to find new ways to reduce our water use and the energy needed to supply it. This includes techniques like solar-powered water heaters and on-site water recycling through rain. Water is a finite resource, and we risk serious shortages if we do not adapt.

We will focus our economic renewal from COVID-19 as an opportunity to root our climate change commitments in the local economy and business growth, by supporting a green new deal that creates jobs, cuts emissions and generates a new wave of profitable environmental innovation. We want our residents to benefit from the green jobs of the future, with the skills and training they need to transform the borough and drive economic and environmental change. Moving to more sustainable diets can also help to bring about a number of public health benefits.

To be carbon neutral by 2030 Southwark must:

- Deliver a green new deal which creates 5,000 green jobs over the next decade and invests in green skills training to support green jobs of the future.
- Encourage a more circular economy that reduces consumption, keeps resources in use for as long as possible, and recycles used materials.
- Change how the council, businesses and organisations procure and invest, ending investment in fossil fuels, and considering the carbon impact of doing business.
- Support local supply chains and local businesses to be more sustainable.
- Work with large businesses to move away from carbon heavy methods of delivery and production.

This section of the strategy sets out the priority actions for the council, businesses and residents going forward on reducing consumption. To ensure a comprehensive and robust approach it is important to consider the policy context, the scale of the challenge and associated emissions alongside the funding that would be required to deliver against our 2030 target.

Actions in this plan have been informed and shaped by a range of policy initiatives, from the national to the local level. This includes:

National Policy:

- Our Waste, Our Resources: A strategy for England (2018) works towards eliminating food waste to landfill by 2030, all plastic packaging placed on the market being recyclable, reusable or compostable by 2025 and the elimination of avoidable waste of all kinds by 2050.
- Waste and recycling: Consistency in Recycling Collections in England [1] (2019). The government are working with local authorities and waste management businesses to implement a more consistent recycling system in England. The measures are expected to come into effect in 2023.

GLA Policy:

- The London Plan (2021) Policy SI 7 Reducing waste and supporting the circular economy outlines how stakeholders can successfully conserve resources, reduce waste, increase in material re-use and recycling and reduce the disposal of waste.
- The London Plan (2021) Policy SI 8 Waste Capacity states that London should attain net waste sufficiency (100% of London's waste managed within London) by 2026 and outlines how development plans and development proposals can contribute to this commitment.
- Circular Economy Statement Guidance (2020) sets out how Circular Economy Statements, which demonstrate how developments incorporate circular economy principles into all aspects of their design, construction and operation, should be prepared.

Southwark Policy:

- The New Southwark Plan Policy P61 Reducing Waste requires developments to reduce waste in alignment with the waste hierarchy. Circular Economy Statements are required for major developments.
- The 2003-2021 Waste Strategy is due to be reviewed and extended this year and will shape our approach to consumption in the borough.

Emissions modelling

Analysis has been carried out using the SCATTER Pathways Tool as shown in Figure 1.9.

SCATTER includes two waste measures. The first relates to reducing the overall quantity of waste produced within the borough, across domestic, commercial and industrial activities, as well as construction and demolition. The second relates to an improved recycling rate. Our modelling prioritises the waste hierarchy of reduce, reuse and recycle. Reducing the quantity of waste should be the priority.

To achieve the carbon reductions set out in this model we must:

- Reduce the total volume of waste produced within Southwark by 24%.
- Increase the recycling rate by 50%

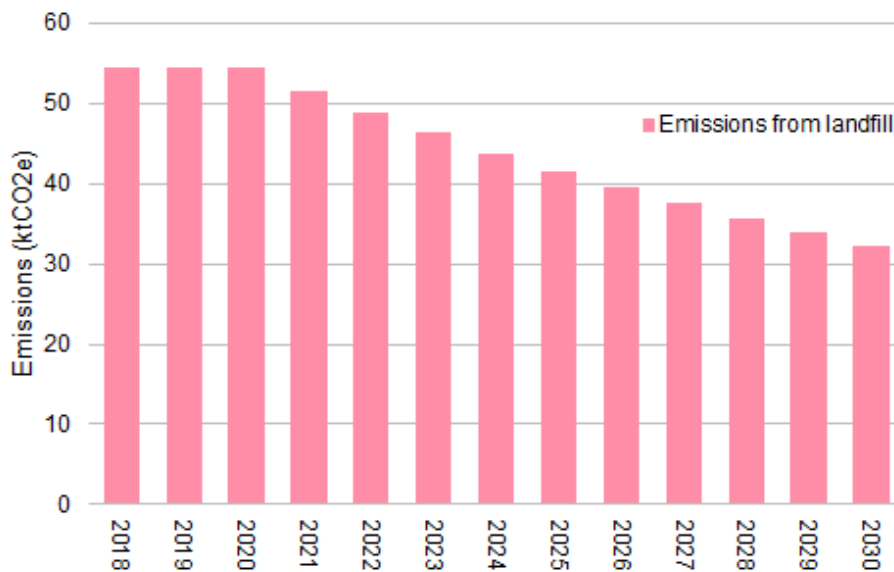


Figure 1.9: SCATTER modelling for an ambitious pathway

Funding

Increased capital and revenue expenditure will be required to meet the targets and contribute towards the carbon neutral target. New waste infrastructure costs have not been quantified due to uncertainty of national policy and existing long-term nature of local municipal waste contracts. However, capital expenditure will be required for work such as supporting more repairs facilities to open and operate in the borough.

Ongoing revenue costs will also be required. This could include funding for:

- Behaviour change and education campaigns for businesses and residents to reduce waste.
- Establishing better forums for engagement with businesses on the topic of reducing industrial emissions and supply chain emissions impact
- Research and feasibility assessments across different topics including exploration of recycling reward schemes, recycling contamination levels, new consolidation centre locations.
- Engaging with businesses and developing a standardised reporting framework for waste disposal

Actions

Work is already underway to deliver this priority area. The themes and goals below show what we need to achieve to reach our vision together with the immediate actions that we need to take. Alongside this work, we will continue to develop new actions to ensure we stay on track to reach our goals and make the carbon saving.

Theme	Goal	Progress	Immediate Actions
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A. A more circular economy	1. Households are supported to reduce consumption, improve rates of re-use and improve rates of recycling/waste collection	Taking steps to expand food waste collection with a pilot of food waste collection in 15,000 communal properties.	Promote and partner with and invest in community groups to develop sharing/circular economy e.g., repair café, library of things, community fridge, food redistribution centres.	
	2. Drive behaviour change in Southwark businesses to reduce consumption	Work underway to understand the shift in waste from commercial to residential that has taken place during COVID-19.	Support for residents to improve recycling in areas with low rates.	
			Explore development of Recycling Reward Schemes which would incentivise commercial sites and workplaces based on the amount of waste they avoid throwing away.	
B. Sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	Council redistributed good quality food to food-aid organisations, including low-cost social supermarkets, breakfast clubs, foodbanks and community cafes. During 2020-2021, this equated to 700 tonnes of food.	Create a Southwark pledge for more climate-friendly, healthy and sustainable diets across the borough, such as the Planetary Health Diet	
	2. Waste from food consumption is reduced		Set up a campaign to encourage workplaces to provide more sustainable catering.	
		2. Waste from food consumption is reduced	Food waste collection now expanded to 50,000 street level properties and 15,000 flats.	Organise a food waste campaign using community growing projects, education in schools and working with caterers, retail and hospitality.
				2. Waste from food consumption is reduced
C. Greener businesses and supply chains	1. Improved sustainability of local supply chains	The council ensures the thousands of unsafe and/or counterfeit products seized each year are re-processed and recycled where possible, resulting in only 2% ending in landfill.	Encourage and promote shopping locally to support business and reduce miles travelled.	
	2. Businesses are supported to improve rates of the re-use and recycling of materials		Use connections to businesses and markets to facilitate shorter supply and distribution chains.	
		2. Businesses are supported to improve rates of the re-use and recycling of materials	Work is underway exploring new approaches to	Develop a Southwark Sustainable Business Forum to promote consolidation of waste collection and recycling.

	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	procurement with local anchor institutions.	Assess the feasibility and most effective possible locations of local distribution hubs for home deliveries which utilise low carbon "Last Mile" deliveries.
			Organise trials for e-cargo bikes for local deliveries.
D. Green New Deal	1. Creation of 5,000 new green jobs	Commenced new research into London's green economic recovery to COVID-19, in partnership with other central London councils. Developing business recovery programmes to support SME decarbonisation and green business growth.	Map and forecast jobs and skills demand from Southwark's climate change investment and track jobs created.
	2. Growth of the local green economy and innovative new green businesses		Develop options for supporting innovation in green business sectors through council business support and workspace programmes.
			The council commit to establishing a green jobs / skills / technology hub in the borough.
	3. Local businesses decarbonise		Develop options for supporting SME decarbonisation through council business support and workspace programmes.
E. Sustainable Operations and Procurement	1. Council minimises its operational waste	Increased working from home of council staff and the installation of technology that facilitates remote meetings within the council, consolidation of office space.	Ban single use plastics in council buildings.
			Work with the Council's waste management contractor to maximise route optimisation and the use of low-carbon vehicles.
	2. Reduce direct carbon impact of procurement contracts	Shift to e-billing and reducing printed resources to residents and moving other council services online, for example citizenship ceremonies. Procurement of CCTV repair and maintenance contracts included environmental and social commitments to climate change. Managed our pension fund to reduce exposure to fossil fuels by 43% with a commitment to fully divest by 2030	Establish standards of effective carbon management in contracts.
			Introduce a carbon neutral aligned procurement policy.

Next Steps

Future actions that the council may consider include:

- Organise a plastic-free campaign across the hospitality sector in the borough to help businesses and residents reduce their reliance on single-use plastics, similar to the City of London.
- Update planning policy for food retail to prioritise areas in the borough identified as food deserts.
- Provide locally sourced, vegetarian or vegan meals in offices and at events across the borough.
- Identify key partners/stakeholders in the region to increase the sustainability of local diets.

Beyond the council's own actions, there must also be a focus on what other partners and stakeholders can action themselves, from central government to resident level. This highlights how important collective action will be. Central government need to significantly increase the level of funding available to improve waste management and develop new technologies. Businesses can identify ways in which they can reduce packaging in their products, while residents can think about how they can make the way they shop and consume more climate friendly. Both businesses and residents can also continue to engage with the council on how to reduce consumption, reuse materials already in circulation and recycle more.

Priority 5 – Renewable Energy

Generating energy from renewable sources can help reduce our dependency on fossil fuels. We have two ways we want to achieve this; leading by example as a council and reducing our own energy use and to work with others to encourage residents and businesses within Southwark to reduce their carbon emissions. We must press the government to decarbonise faster so that it can supply the green energy that we need.

To be carbon neutral by 2030 Southwark must:

- Deliver a decarbonised heat strategy for all residential housing that ends our reliance on gas and other fossil fuels and improves reliability for residents.
- Work with government to make retrofitting of homes and businesses affordable and deliverable.
- Increase local and community sustainable energy production.
- Tackle fuel poverty by promoting and providing cleaner, more affordable sources of energy.
- Reduce energy demand and cut energy waste.

Actions in this plan have been informed and shaped by a range of policy initiatives, from the national to the local level. This includes:

National Policy:

- The National Planning Policy Framework (NPPF) (2019) states as a core principle that planning should support the transition to a low carbon future and stipulates requirements for renewable energy projects.
- The UK National Energy and Climate Plan (2020) sets out integrated climate and energy objectives, targets, policies and measures covering the 5 dimensions of the Energy Union.
- The UK Energy White Paper Powering our Net Zero Future (2020) draws on the government's Ten Point Plan to tackle climate change, with the aim to deliver 600,000 heat pump installations per year by 2028.
- The Renewable Heat Incentive (opened 2014) and Smart Export Guarantee (enforced 2020) reward the use of community and domestic scale renewable energy technologies.

GLA Policy:

- The London Plan (2021) Policy SI 2 Minimising Greenhouse Gas Emissions requires all major development to be carbon neutral and achieve a minimum 35% improvement on Building Regulations 2013 standards, with strict criteria on when offsetting via borough level funds is allowed.
- The Mayor's Solar Action Plan (2018) sets the ambition for London to have 1GW of installed solar capacity by 2030 and 2GW by 2050.

Southwark Policy:

- The New Southwark Plan Policy P69 Energy requires:
- All development to minimise carbon emissions on site through energy efficient design and construction, low carbon energy supply and on-site renewable energy generation and storage.

- Major development should be carbon neutral (100%).
- Major non-residential development should meet this by aiming to achieve at least 40% carbon reduction onsite against 2013 Building Regulations Part L Standard.
- Major residential development should aim to meet 100% carbon reduction onsite against 2013 Building Regulations Part L Standard.
- For any shortfall not achieved onsite, applicants should pay a financial contribution per ton for carbon offsetting offsite of any carbon not reduced onsite.
- Proposals of less than 10 units and equivalent floorspace for non-residential are not subject to these requirements; we aim to address carbon reduction onsite for small sites in our early review of New Southwark Plan.

Emissions modelling

Our emissions modelling looks at emissions from electricity consumption and local PV installations – these are shown in Figure 1.10. This trajectory involves measures such as the installation of local PV and progress towards a nationally decarbonised grid. Also considered within this projection is the improved energy efficiency of lighting and appliances, as well as a transition to electric cooking systems.

These modelled emissions relate to the local uptake of renewable energy as well as reducing energy wastage, both of which are key objectives for the borough and relate closely to action themes. This demonstrates the scale of the change needed to move the borough towards carbon neutral by 2030.

To deliver the savings in this model, we need:

- A rapid de-carbonisation of the national grid by 2030. This modelling uses the CCC's Balanced Path (2020) projections for the national grid. This results in a small grid factor being sustained to 2030 (46gCO₂/kWh).
- Solar PV installations are maximised. In this model we estimate 23,000 homes are retrofitted with 4kW systems, along with installations on non-domestic buildings equivalent to around 20% of overall floor-space.
- All gas hobs and ovens are replaced by electric equivalents, all non-LED lamps are assumed to be replaced by LED equivalents, and the average annual household consumption from appliances falls around 30% against a 2016 baseline.

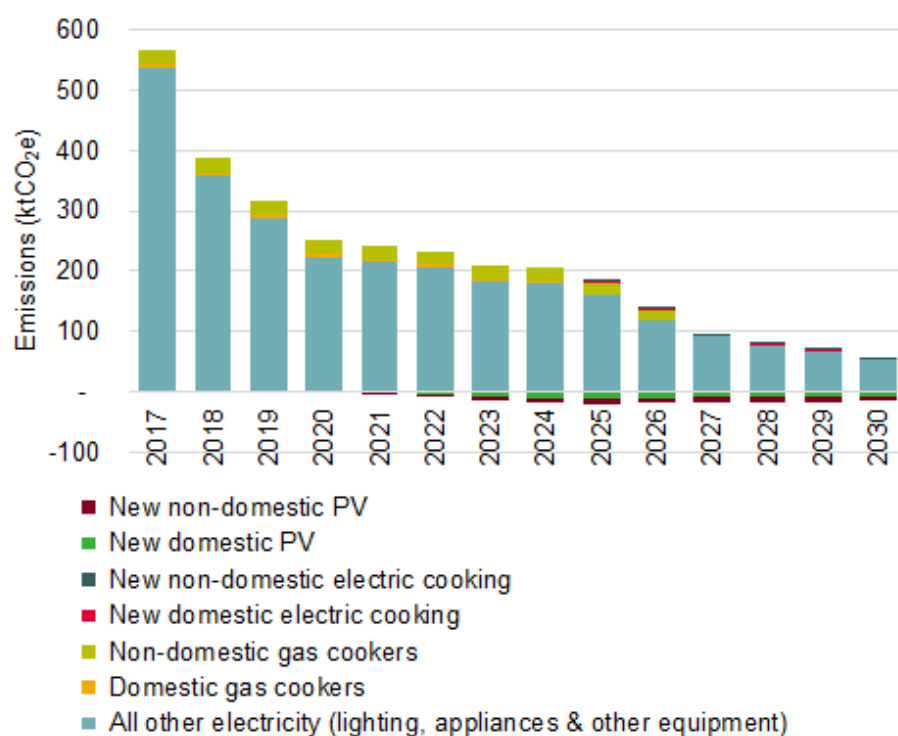


Figure 1.10: Modelling for emissions from electricity consumed within the borough for lighting, appliances and cooking, as well as carbon savings brought with the installation and local usage of newly installed solar PV.

Funding

The carbon modelling work undertaken estimates the capital cost for this change at £238m, however this relates to physical changes within the borough around renewable energy generation and improved energy efficiency. It does not include the broader cost of increasing the share of renewables used to power the national grid, nor does it include increased revenue costs at a local level for necessary research and feasibility, or behaviour change initiatives.

This cost is to be incurred by a combination of the public sector, private sector and residents, and is estimated to be split as follows:

- £144m relates to domestic solar PV installations.
- £180m relates to non-domestic solar PV installations.
- £7m relates to domestic lighting, appliances and cooking.
- £62m relates to non-domestic lighting, appliances and cooking.

In addition to capital costs, we would expect revenue costs including research and feasibility studies and providing support for businesses and residents to access funding to carry out works.

Actions

Work is already underway to deliver this priority area. The themes and goals below show what we need to achieve to reach our vision together with the immediate actions

that we need to take. Alongside this work, we will continue to develop new actions to ensure we stay on track to reach our goals and make the carbon saving.

Theme	Goal	Progress	Immediate Actions
A. Improve renewable energy infrastructure.	1. Maximise the opportunity for renewable energy installation and storage	Initial feasibility work completed into potential for solar PV on council housing.	Review renewable potential across the borough and identify barriers and enablers through a renewable energy feasibility study.
	2. Full access to renewable energy from the nation grid		Work with the Mayor of London to lobby government on the transition to a zero-carbon national grid.
B. Move towards green energy for businesses, residents and other organisations	1. Increase proportion of residents and organisations using renewable energy	Initial feasibility work completed into community energy projects.	Promote resources which are available for residents, businesses, and other organisations which make options for grants, loans or subsidies to install renewable technology clear.
	2. Businesses use economies of scale to maximise the uptake of renewable energy		Business Forum to consider options to coordinate and aggregate investment in energy infrastructure.
	3. Installations of renewables are prioritised and encouraged by Council policy		Explore increased support of renewables within early review of New Southwark Plan.
C. Tackle fuel poverty by promoting and providing accessible energy alternatives.	1. Specialist support is provided to lower-income and fuel-poor households	Southwark and Lewisham councils are working together to provide home visits to give guidance on reducing energy and saving carbon, to help address fuel poverty.	Provide direct guidance and support to fuel poor and lower-income households to leverage funding.
	2. Promote community renewable technology projects		Provide guidance and support to fuel-poor and lower-income households to switch to renewable energy providers (i.e., London Power). Explore the feasibility of community renewable technology projects, such as through the co-operative ownership model, to understand if these can help tackle issues associated with fuel poverty.

D. Reduce energy demand and cut energy waste.	1. Shift to low carbon and energy efficient appliances	The council delivered a solid fuel awareness raising project last year to build up to the new Environment Act requirements.	Provide guidance and support to residents and businesses on low carbon energy efficiency.
	2. Increase use of smart controls in homes and businesses		Work with energy providers to provide smart controls for gas and electricity usage across Southwark's households.
E. Boosting renewable energy.	1. Solar PV capacity is maximised in the borough	Completed a "Heat mapping and master planning" exercise which included development of a ground source heat pump map showing potential for this technology around the borough. This information is available for developers / private sector as well as the council.	Develop a strategy to maximise the installation of solar panels on council buildings.
	2. Council operations drive the development of renewables		Progress the feasibility of a borough solar panel park. Increase the requirements for renewables in the Local Plan to scale with the projected increased demand for electricity.

Next Steps

Future actions that the council may consider include:

- Developing a solar map for businesses, residents and local organisations to indicate how appropriate their building is for rooftop solar panels.
- Coordinating with UK Power Networks to improve understanding of energy profiles across the borough to highlight the needs of the grid and where future improvements will be required.
- Developing business-owned renewable technology projects in commercial areas through collaborations and partnerships.

As with the other key themes within this document, it is imperative that action occurs at all levels. The council can achieve much but will only go so far without significant investment at a national level, individual behaviour changes and reduction of energy consumption. We all have a role to play, and the council will set the example through progress against those actions listed above.

Adaptation

Whilst making the changes needed to be carbon neutral it must be recognised that the world is already experiencing an increase in average global temperatures. Efforts being made now are necessary in order to avoid a catastrophic increase of more than 1.5 degrees, but we must of course also prepare for different scenarios. This strategy focuses on reducing emissions in Southwark but will be followed by work to strengthen our adaptation plans and to address our climate resilience as a borough.

Learning and Engaging

A key element of our work will be recognising that we need to continue learning and improving as new opportunities and challenges arise. We do not know all the answers, and it is important that we listen and share information with partners throughout the process. We need to engage actively with each other to tackle the emergency effectively and the council will put in place processes and mechanisms to make sure this happens.

To achieve the emissions reductions required, everyone must play their part across the borough, and the council is committed to lead a climate conversation that engages, educates and empowers residents to contribute.

Engagement - The council will proactively reach out using its communication channels and through community groups and forums to promote action to address the climate emergency and to ensure that people are able to input into our future plans. We will engage with existing groups and networks such as TRAs, parks and greenspace groups, and will also seek to bring more people into the conversation. In particular, we want to partner with young people who have been at the forefront of pressing for global change, to build on and respond to their energy and ideas.

Education - To build greater understanding of the climate emergency and its impacts, we will support and implement education programmes about the climate emergency to help the community understand its impact. This includes working proactively with schools, colleges and universities to bring learning out of the classroom into the community. This also includes a consideration of our advertising policies to ensure that they are in line with our climate emergency declaration.

Empowerment - This is an agenda that everyone needs to feel ownership over, so the council will aim to create an enabling environment and support residents to take action in their own lives, equipping people with the information they need to make positive decisions as citizens and consumers.

Diverse voices

Southwark is proud to be home to a diverse and vibrant population, but it is only if every part of that community is heard and is part of the conversation, that we will make the change we need together. As well as engaging with existing groups and community networks, we will particularly focus on those that are often less engaged with. These groups include:

Young People – Southwark is a young borough, and we need to ensure that young voices are heard in the process. We will continue to work with young people and seek their advice on how to best engage so that our approach is relevant and impactful with our young residents. We will ensure that young people's voices are always part of the debate by establishing channels where they can be heard. We will work closely with our Youth Parliament, which is expected to start in 2021.

We will also work with the many schools, colleges and universities in the borough to engage with young people. As part of our engagement we will work with schools and

young people to develop resources for schools to educate and empower young people to take action. We will also work with students and universities to ensure that new ideas, and innovation that is coming from our higher education establishments helps to shape and build our work going forward.

Black, Asian, and Minority Ethnic Communities – Southwark is home to a racially diverse population. We will work with groups that represent our different Black, Asian and Minority Ethnic communities, but also identify where communities are not represented, and reach out directly to them. This includes large diaspora communities in Southwark from areas such as Latin America, West Africa and South Asia. We will ensure that we also work with communities where English is not the primary language.

Vulnerable Communities – we will ensure that we hear the voice of those who are more vulnerable, such as people living in food poverty, homeless or those with no recourse to public funds.

Faith communities – Southwark is home to people of a wide range of faiths and faith communities. Good stewardship of our world and natural resources is central to the beliefs of many faiths and so we will work with our faith communities to ensure that they are engaged in this plan and its delivery.

We will also engage with older people, less mobile people and disabled people throughout this process.

Our community is tied to communities across the world. Our residents will know people in parts of the world who are feeling the negative effects of climate change more acutely than we are in the UK, and they will know the impact of our action here on those they love in other parts of the world. Just as they are linked to the effects of climate change, they also bring to Southwark a wealth of perspectives and understanding from countries around the world. Many are from countries who produce far less carbon than the UK and where their ways of living are more sustainable. In engaging with our diverse communities, we need to listen and understand and learn from these global experiences and perspectives. We will be open and encouraging of solutions from the global south being adapted to work in Southwark.

Resourcing

To become carbon neutral, Southwark will require considerable government investment. We estimate that this will cost over £3.92bn in capital expenditure, supported by additional revenue funding.

Potential investment or funding streams include, but are not limited to, the council's carbon offset fund, HRA funding, central government grants, revenue and capital funding from the GLA or TfL and various funding bids across the public, private and charity sectors. To put the scale of this challenge into context, Southwark's revenue budget for 2021-22 was just over £293million. In addition to this, the Government also needs to invest in further decarbonisation of the grid.

This strategy sets out what needs to happen, but where we do not have the resources, the council will need to work with both public and private sector partners to secure the

funding. Without considerable government investment it will not be possible to become carbon neutral and so lobbying will be a central part of our response to the climate emergency. The council will call on the government for the required financial and political resource to achieve our target including for a Green Homes Investment Fund at the required scale.

The council will be open to all opportunities to increase investment into initiatives that promote climate neutrality and ecological protection. For example, it should explore ideas like municipal community investment bonds, introducing workplace parking levies and collaborating with the GLA and others to cost share to reduce capital costs on financing innovative green solutions to challenges we face. The council will also review its carbon-offset fund to ensure it is used effectively to deliver reductions in carbon.

The COVID-19 pandemic has had a severe impact on the council's finances. It is not yet clear what the long-lasting impact will be. Government will not fill the gap left by the pandemic and councils will need to make tough decisions about their finances going forward. There will be a financial gap between what we want to deliver and what we are able to deliver. The council will be transparent about what this is and work with the community to find ways to fill this gap. Much of this will need to be by government. We will therefore lobby government for the resources necessary to deliver the solutions necessary for the climate emergency.

The council will also work to support our staff through training in carbon literacy, ecological protection and a range of other areas which relate to the climate emergency. We recognise that for the council to effectively deliver change, all staff need to have a good level of knowledge of the impacts and response to climate change.

There will also be cost to individuals and to businesses. It is important that these individual costs are met by those who can most afford them, and in some cases, those who are responsible for higher emissions, so that we do not increase inequality in the borough.

Governance and Accountability

Good governance is essential to deliver our climate emergency response. While this strategy is a council strategy, it should represent an approach for the whole borough. To deliver this and ensure good governance we will use the following mechanisms:

Council Executive and Scrutiny Functions – the Cabinet will have responsibility for the delivery of this work. They are accountable to the council and scrutinised by relevant scrutiny commissions as well as being open and transparent to the public.

Expert Advisory Panel – we have established an expert advisory panel, which brings together experts in climate change to advise the council and provide challenge to our work. They will help ensure that we have access to the latest thinking and learning and that our approach is constantly being monitored to ensure it is delivering on our priorities.

Partner Engagement – we will review and build on the existing Partnership Steering Group, to support the delivery of this strategy and action plan, strengthening our partnerships and enhancing our community engagement.

Citizens' Jury We will establish a citizens' jury to assess our actions to date and make recommendations to the council on how our work can be improved and prioritised so that we can go further faster. The jury will help us to tackle some of the biggest challenges and answer difficult questions about how we can become carbon neutral in a way that is fair. This builds on the engagement work that has already taken place, allowing a group of residents to think through problems, test ideas and make recommendations to the council. This jury will have the time to develop an understanding of challenging issues and give them their informed consideration. The jury will be selected to represent the diverse makeup of our borough and will help ensure that the thoughts and ideas of our residents inform our work.

A central principle in this strategy is transparency and we will aim to enhance our engagement with partners and community groups to take forward this strategy and action plan. We will hold an annual climate change conference which brings together different community groups, residents and partners to openly discuss progress, the challenges and find solutions to overcome them together.

The council will also publish an annual climate change progress report, which sets out work that has taken place and the impact this has had on meeting our climate commitments.

Reviewing our approach

This strategy sets out our ambition and how we will approach the climate emergency. It outlines our commitment to engage and empower our communities and work in partnership with organisations in the borough to achieve our aim.

We will engage with, and respond positively to, scrutiny and learn from the ideas and experiences of others including experts and best practice in other local authorities. Our focus will be on delivery, making the changes needed to reach our goal. We will publish an annual progress report where we will also take corrective action for areas which are off-track. We will review our overall strategy and approach in 2025, the midpoint to our 2030 target.

We will continuously look for ways to move further faster to tackle the climate emergency and achieve our ambition to make Southwark carbon neutral by 2030.

Conclusion and Next Steps

This strategy and action plan sets out our ambitious approach and roadmap to a carbon neutral future. It demonstrates the scale of the change necessary and emphasises that we can only make this change working together across the borough. It also highlights the need for Government to step up and do more to support the work of local authorities like Southwark if we are to become a carbon neutral borough.

Action is required across many areas to deliver the borough's ambitious targets. As a council we have finite staff and capital resources and so it is essential to prioritise how we allocate our resources, but also work with government and others to secure the investment which is needed for this ambitious plan.

We have built this plan on the back of extensive consultation, but this is just the start of our conversation with our residents, businesses and partners. We are establishing a citizens' jury, we will work with our new expert panel, and continue to talk with and listen to our residents, businesses and others with an interest in the future of our borough.

This strategy sets out our approach. What we have done already, and what our priorities are for the future. It also sets out the next steps and how this plan will continue to evolve and develop as we deliver. To be effective we need to prioritise our actions. To do this we will consider:

- **Speed & magnitude of carbon reduction** – We will assess the relative carbon impact of projects, including the time sensitivity of the savings. This strategy and action plan is the start of that process. Potential carbon savings will need to be considered in all decision-making within the council. It will not be possible to undertake all actions immediately, due to financial and resource restraints. We will need to prioritise those actions that offer the greatest carbon saving for the budget available.
- **Alignment with other council goals** - Given that the actions in this strategy and action plan promote a range of other benefits we will ensure that this strategy is aligned with other policy documents. Boosting the local economy post-COVID-19 and narrowing the inequality gap will help us to achieve a just transition.
- **Playing to Southwark's strengths** – Southwark has a range of engaged and active stakeholders. To deliver this programme we must build these partnerships and help those already undertaking work in this area to scale up initiatives. This will also inform priorities moving forward.
- **The importance of timing** - It is important to consider the future cumulative carbon legacy of decisions made to today, the emissions produced over the operational life of assets or projects. Some actions carry an element of short-term disruption before longer term gain can be realised.

- **Technology costs** – We have an important role to play in stimulating demand and helping to bring costs of low carbon technology down. Waiting for this to happen may compromise carbon targets and cost savings for other stakeholders within the borough. We will look for ways to do this and help bring down costs.

In declaring a climate emergency and setting forward our plans to become carbon neutral borough by 2030, the council has established its level of ambition in response to this truly global threat. We have already achieved a huge amount that we can be proud of, but the scale of the task must not be underestimated, and the council will be looking to the government as it hosts the COP 26, to ensure that local authorities are regarded as key partners in addressing climate change, and resourced accordingly. The pathway to becoming carbon neutral will be challenging but also full of vast opportunity, and the vision set out in this document – of greener buildings; active and sustainable travel; thriving natural environment; a circular economy with green jobs; and renewable energy – is a positive, exciting vision for Southwark. It is also one that we must follow for the sake of our planet and our future generations.

Glossary of Terms

A

Adaptation – Actions that help prepare for and defend against the effects of climate change. For example, protecting against rising sea levels by building river or sea barriers.

Anthesis – Anthesis are a sustainability consultancy who have worked with the council on developing our climate strategy.

B

BEIS - Department for Business, Energy and Industrial Strategy.

Biodiversity - The variety of plants, habitats and animal life in a particular place. A high level of biodiversity shows that the ecosystem is thriving, and species can be supported. In Southwark, we are aiming to increase our biodiversity.

BREEAM Rating – A method of assessing, rating, and certifying the sustainability of buildings.

C

Carbon Budget - The cumulative amount of carbon dioxide emissions permitted over a period to keep within a certain temperature limit.

Carbon capture and storage - The collection of carbon dioxide gas from large emission sources, such as factories or power stations. Carbon is often stored underground. Carbon capture is sometimes referred to as carbon sequestration.

Carbon dioxide (CO₂) - Carbon dioxide is a gas that can occur naturally and can also occur due to human activities, such as manufacturing or using fossil fuel-based energy. The more carbon dioxide we produce, the greater the impact on Earth's atmosphere. Carbon dioxide is the greenhouse gas that human activity produces the most.

Climate emergency - A recognition that urgent action is now required to reduce or halt climate change, and that irreversible environmental damage is a result from our rapidly changing climate.

Carbon emissions - Carbon produced by human activity, which is released into the atmosphere.

Carbon neutral - A process where there is no net release of CO₂. A process is said to be carbon neutral when the amount of carbon taken out and the amount of carbon

released is identical. Carbon offsetting is a tool used by organisations to achieve carbon neutrality.

Carbon offsetting – A way of compensating for carbon emissions by participating in, or funding, efforts to take carbon out of the atmosphere elsewhere. Offsetting often involves paying another party to save emissions equivalent to those produced by your activity. For example, a company might pay another company to offset their carbon emissions by planting trees.

Carbon sequestration - The process of storing carbon dioxide. See Carbon capture and storage.

Circular economy – A process of keeping resources in use for as long as possible in order to reduce waste. It is used to move away from our current model of disposing products after use.

Climate change - A shift in an environmental variant such as average temperature or rainfall, which affects an existing climate and can lead to an increase of extreme weather conditions. This may be caused by both natural processes and human activity, and global warming is one aspect of climate change.

Climate Change Committee (CCC) - an independent, statutory body established under the Climate Change Act 2008. Advises the UK and devolved governments on emissions targets and reports to Parliament on progress made in reducing greenhouse gas emissions and preparing for and adapting to the impacts of climate change.

Council Emissions – Emissions that the Council has a direct influence over, such as council offices.

CO2 - See carbon dioxide.

Co-benefits - positive effects of a policy that cover more than one objective. For example, becoming more energy efficient will help with our climate targets but may also help tackle fuel poverty.

D

Decarbonise - To remove or reduce the amount of carbon.

DEFRA – Department for Environment Food & Rural Affairs.

E

Ecological Emergency – The rapid and continual loss of natural assets like green space, wildlife, ecosystems and natural habitats. Urgent action is required to address this.

Embodied carbon - Embodied carbon consists of all the emissions associated with the construction of buildings. This includes emissions from transport, manufacturing and installing building materials. It also included the operational and end-of-life emissions of those materials.

Energy efficiency - Eliminating energy waste by using less energy to perform tasks.

EPC rating - An EPC rating gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years.

F

Fossil fuels - Natural resources, such as oil, coal, and natural gas that can be used as fuels. These fuels produce carbon dioxide when burnt.

Food Insecurity – Someone who does not have enough money to buy food, has to skip meals or has to cut down on quantities due to money, or does not have the money for a balanced diet.

Fuel Poverty – Fuel poverty is caused primarily by low incomes, the poor energy efficiency of homes, and high energy prices. If the fuel costs required to heat and power a home adequately are above the national median level, and if this would leave a household with a residual income below the poverty line, this household would be considered in fuel poverty.

Future emissions modelling - Helps predict what actions we will need to take in the future, considering newer technologies and decisions from government that we expect to see before 2030.

G

Global South - The phrase “Global South” refers broadly to the regions of Latin America, Asia, Africa, and Oceania. It is a term that denotes regions outside Europe and North America that are mostly (though not all) low-income and often politically or culturally marginalised.

Global warming - The steady rise in global average temperature in recent decades, which experts believe is largely caused by man-made greenhouse gas emissions.

Green Corridor - Continuous areas of open space leading through the built environment which allow animals and plants to be found further into the built-up area than would otherwise. Green Corridors often consist of rivers, railway embankments and cuttings, roadside verges, canals, parks, playing fields and extensive areas of private gardens.

Green New Deal - Links investment in carbon reduction programmes with inclusive economic renewal. A Green New Deal for Southwark is one of the six headline

commitments of our economic renewal plan and a new commitment within the Borough Plan up to 2022.

Greenhouse gases - Natural and industrial gases that trap heat from the Earth and warm the surface. Carbon dioxide is the main greenhouse gas. Other greenhouse gases are given a carbon dioxide equivalent value. This means that we can calculate all greenhouse gases on the same scale and so refer to carbon to mean carbon dioxide and all other greenhouse gases.

I

Impermeable surface - Mainly artificial structures (such as pavements, roads, driveways, parking areas and rooftops) that are covered by materials impenetrable to water (such as asphalt, concrete, brick and stone). Impermeable surfaces also collect solar heat in their dense mass. When the heat is released, it raises air temperatures.

IPCC - The Intergovernmental Panel on Climate Change is an international body reporting to the UN which reviews work relevant to climate change. It received the 2007 Nobel Peace Prize.

L

London Councils - An organisation that represents London's 33 local authorities, and lobbies on their behalf.

Low carbon economy - An economy that attempts to minimise or halt the carbon produces from activity within it.

M

Methane – Methane is the second most important man-made greenhouse gas. There are natural sources for methane, such as wetlands and wildfires, and human activity such as agriculture.

Mitigation - Action that we can take to reduce man-made climate change. This includes action to reduce our carbon or absorb greenhouse gases.

N

New Southwark Plan - - The New Southwark Plan (NSP) is the new borough-wide local plan for planning and regeneration up to 2036. Once finalised and adopted, it will replace the current local plan, comprised of the saved Southwark Plan policies and the Core Strategy, and Area Action Plans.

Nitrous Oxide - A gas formed by combustion, which is harmful to human health as an air pollutant.

P

Paris Agreement - Signed in 2016, the Paris Agreement is an international agreement to limit global temperature rises to below 2 °C above pre-industrial levels; and to pursue efforts to limit the increase to 1.5 °C. The UK is a signatory of this agreement.

R

Renewable energy - Energy created from sources that after a short period can be replenished. This includes biomass, water-based energy, geothermal, wind, and solar.

Resilience - The ability of a system to recover from the effect of extreme condition that may have caused harm.

Retrofit - To modify existing and in use infrastructure using new parts to reduce the impact on the environment e.g., installing solar panels or green roofs on existing social housing.

S

SELCHP network - South East London Combined Heat & Power. The plant in Lewisham provides heat and hot water to some homes in Southwark. It generates heat from non-recycled waste which would have otherwise gone to landfill to provide heat to communal heating and hot water systems through a network of underground hot water pipes to the boiler houses, removing the reliance on using gas.

SCATTER - Anthesis-developed tool which is used to set emissions baselines and reductions targets.

Scope One Emissions - Emissions that are generated in the borough e.g., driving a car.

Scope Two Emissions - Emissions generated elsewhere but where the energy that they generate is used in the borough e.g., turning on a light where the generation happens at a power station, but the energy use is in the borough.

Scope Three Emissions - Indirect emissions that are produced to provide something in the borough e.g., the emissions produced to make a product that is consumed in the borough.

Social Housing - Refers to rental housing which may be owned and managed by the council or a not-for-profit organisation with the aim to provide affordable housing.

Social Justice - Justice in terms of the distribution of wealth, opportunities, and privileges within a society.

Sustainable - To ensure it causes little or no damage to the environment or economy and therefore is still able to continue for a long time.

T

Traverse – Traverse are an engagement consultancy that helped the council with their consultation on the climate strategy.

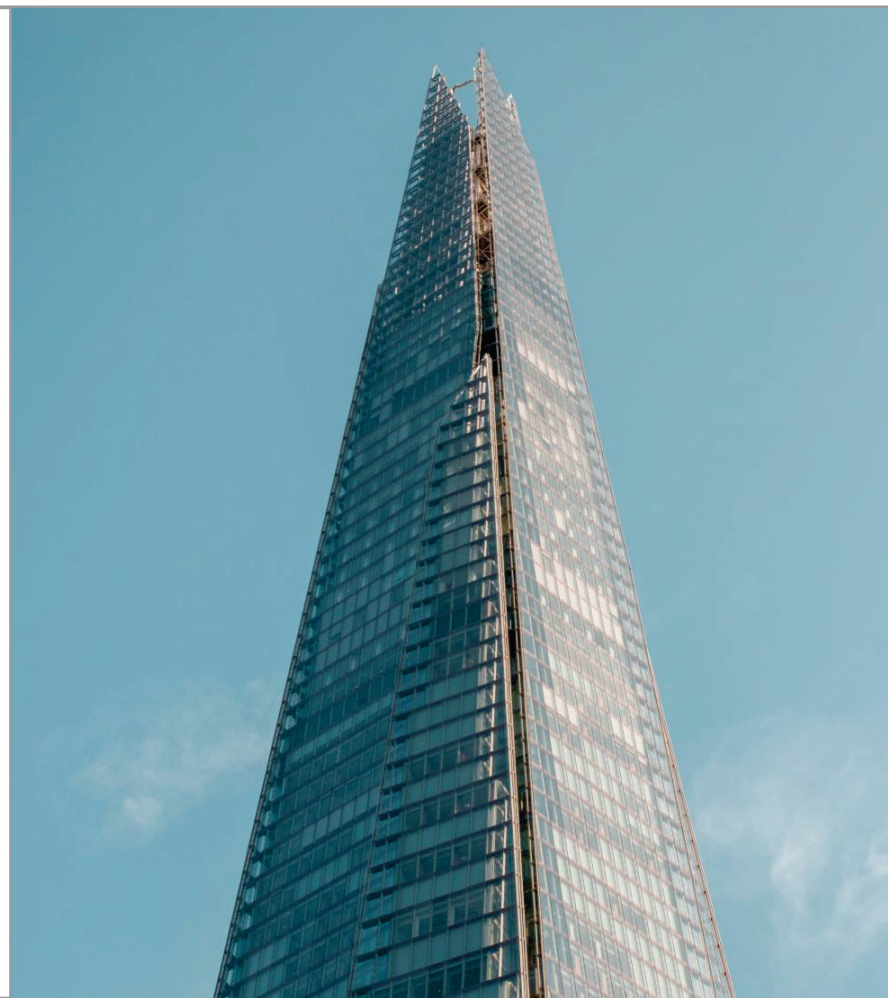
Southwark Climate Change Action Plan

Carbon Analytics

June 2021

DRAFT v2.0

Prepared for Southwark Council by Anthesis



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02 – CARBON ANALYTICS

2.1 – COUNCIL’S OWN EMISSIONS ANALYSIS

Analysis of Southwark Council’s operations and assets shows a council’s own footprint of **432 ktCO₂e**. The major contributors to this total are the council’s buildings (recorded under Scope 1 & 2) and the council’s procurement (recorded under Scope 3). Together these two emissions groups make up over 94% of the overall profile.

Understanding our own contribution as a council is a crucial first step in leading the borough’s transition to net zero. The method used to calculate this footprint is aligned to the [Greenhouse Gas Protocol](#) and is based on the following sources of emissions:

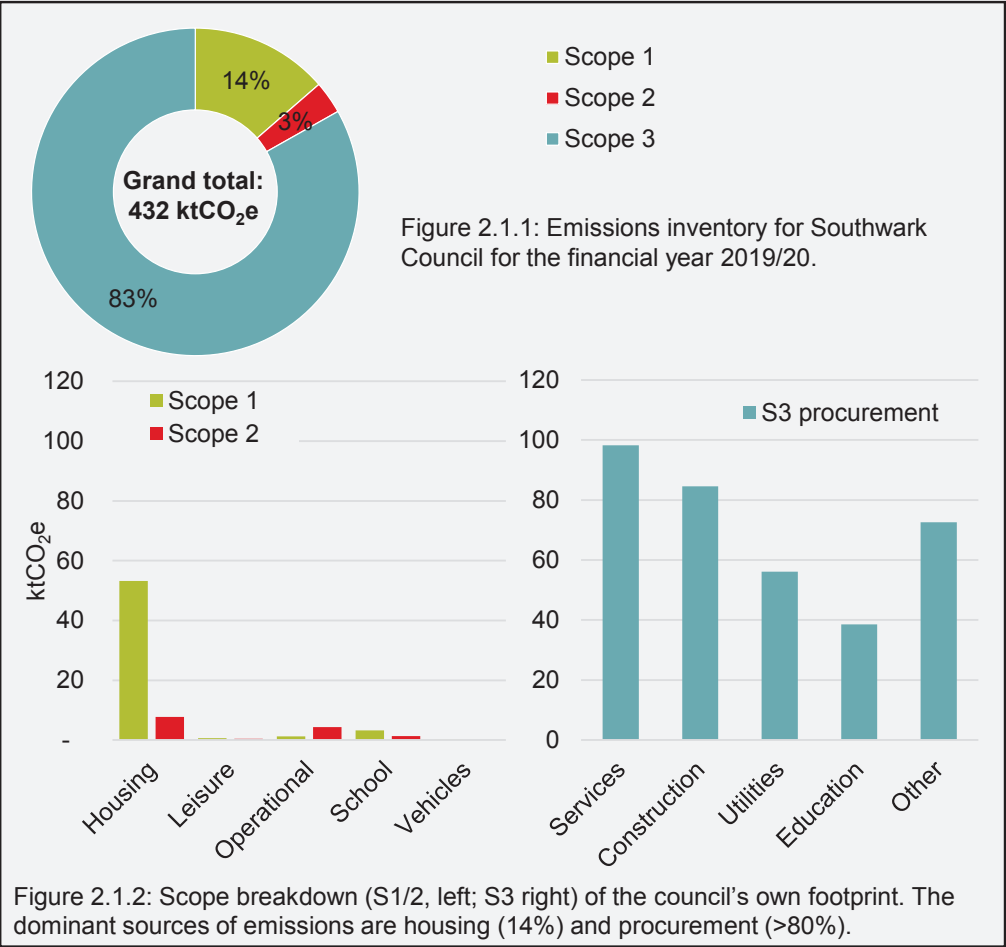
- Vehicle fleet
- Buildings and other owned/ leased assets
- Employee commutes
- Procurement spend

Council’s Own Footprint

The majority of the council’s own footprint (>83%) is a result of Scope 3 contributions, most notably from the council’s procurement. A much smaller contribution stems from the council’s owned building stock, including council-owned social housing.

Emissions have been grouped according to the extent of the council’s *operational control*. Assets that are directly under council ownership, such as buildings or fleet vehicles, have been designated as Scope 1 emissions. Other activities, such as employee commutes and business travel, have instead been recorded under Scope 3, since the council has more limited operational influence over these emissions.

A full list of the activities defined by this footprint, as well as a full scope split, can be found in Appendix 2.



02 – CARBON ANALYTICS

2.1 – COUNCIL’S OWN EMISSIONS ANALYSIS

Scope 1 Emissions

Primarily, Scope 1 emissions arise from the consumption of gas in council buildings across the borough. The council owns and operates a number of homes, leisure centres and schools, as well as operational council buildings such as offices. Council-owned housing makes up in excess of 90% (53 ktCO₂e) of the contribution to Scope 1 emissions, compared to 6% (3 ktCO₂e) from schools and a small contribution from operational council buildings and leisure centres (2% and 1% respectively).

A much smaller contribution is made by council-leased vehicles, which are responsible for < 0.5 ktCO₂e across various service vehicle types.

Overall, Scope 1 emissions from council buildings and vehicles makes up around 13% of the overall footprint shown in Figure 2.1.1.

Scope 2 Emissions

Scope 2 emissions stem primarily from the purchase of electricity in council-owned buildings. Once again, households form the majority of the overall total (56%), with streetlighting (15%) and operational buildings (15%) also making significant contributions. Smaller contributions come from schools (9%) and leisure centres (3%).

The contribution of Scope 2 emissions towards the council’s total is small, however, making up just over 3% of the total footprint.

Figure 2.1.3 shows the individual buildings which make up the most significant contribution to these totals.

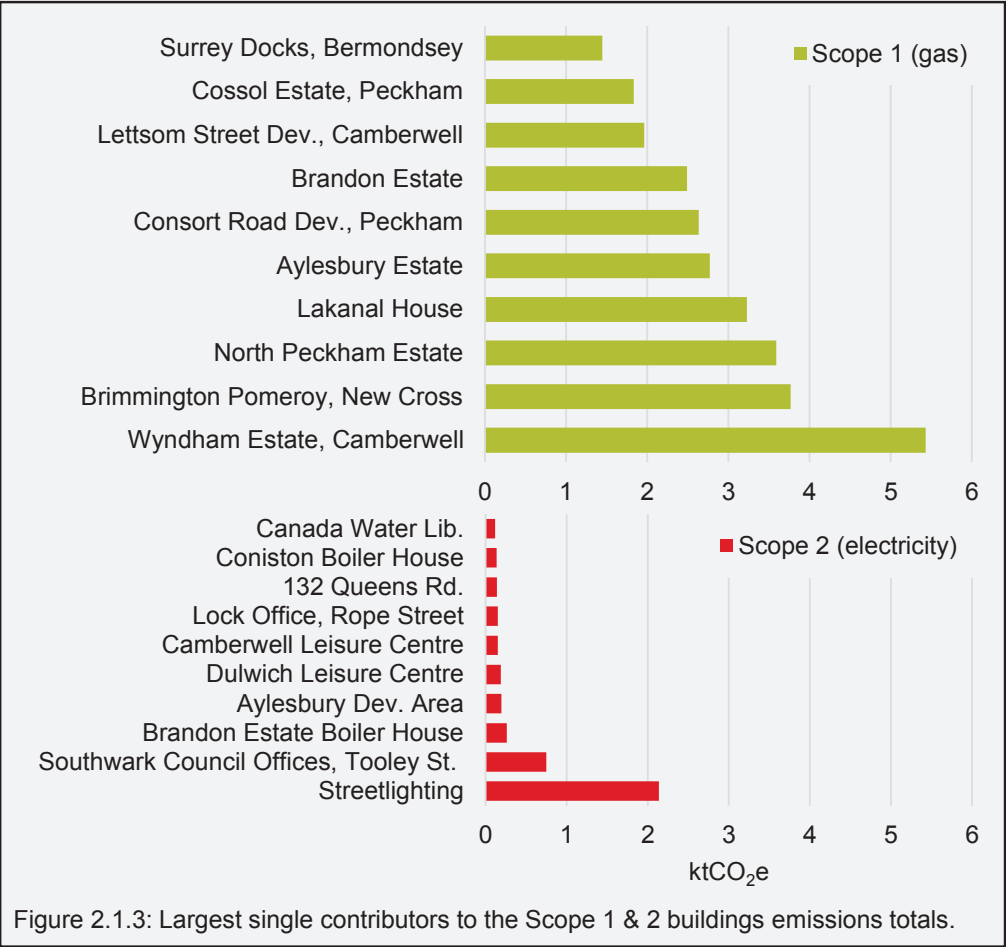


Figure 2.1.3: Largest single contributors to the Scope 1 & 2 buildings emissions totals.

02 – CARBON ANALYTICS

2.1 – COUNCIL’S OWN EMISSIONS ANALYSIS

Scope 3 emissions

By far the most significant contribution to the council’s footprint, Scope 3 emissions sources come from three areas based on the assessed data:

- Council procurement
- Buildings
- Staff commutes

Emissions associated with council procurement have been calculated from spend data, with different activities associated with an emissions conversion factor, in a method similar to the one used to determine the borough-wide consumption-based emissions (see page 8).

Scope 3 emissions from buildings include the “well-to-tank” emissions associated with the supply of natural gas, as well as emissions associated with the transmission and distribution of grid electricity. These make a small contribution to the council’s footprint, making up 2% of the overall total.

Employee commutes by private vehicle are the most significant scope 3 transport emissions category (in lieu of data on the council’s business travel). The contribution from this category is small, however, and all employee commute emissions are not estimated to exceed 1 ktCO₂e

Figure 2.1.4 provides a breakdown of the council’s procurement spend and the associated contribution to Scope 3 emissions. Appendix 3 also breaks down service procurement into more granular contributions.

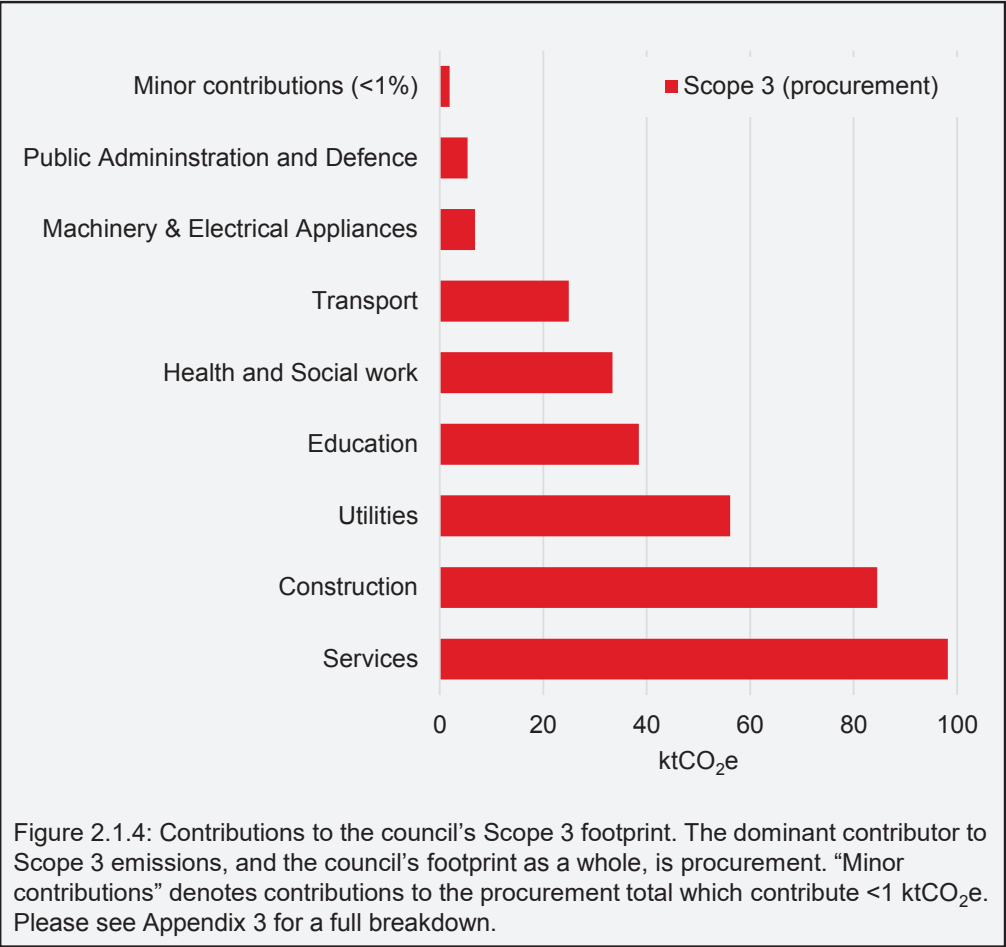


Figure 2.1.4: Contributions to the council’s Scope 3 footprint. The dominant contributor to Scope 3 emissions, and the council’s footprint as a whole, is procurement. “Minor contributions” denotes contributions to the procurement total which contribute <1 ktCO₂e. Please see Appendix 3 for a full breakdown.

02 – CARBON ANALYTICS

2.1 – COUNCIL’S OWN EMISSIONS ANALYSIS

Key suppliers to the council

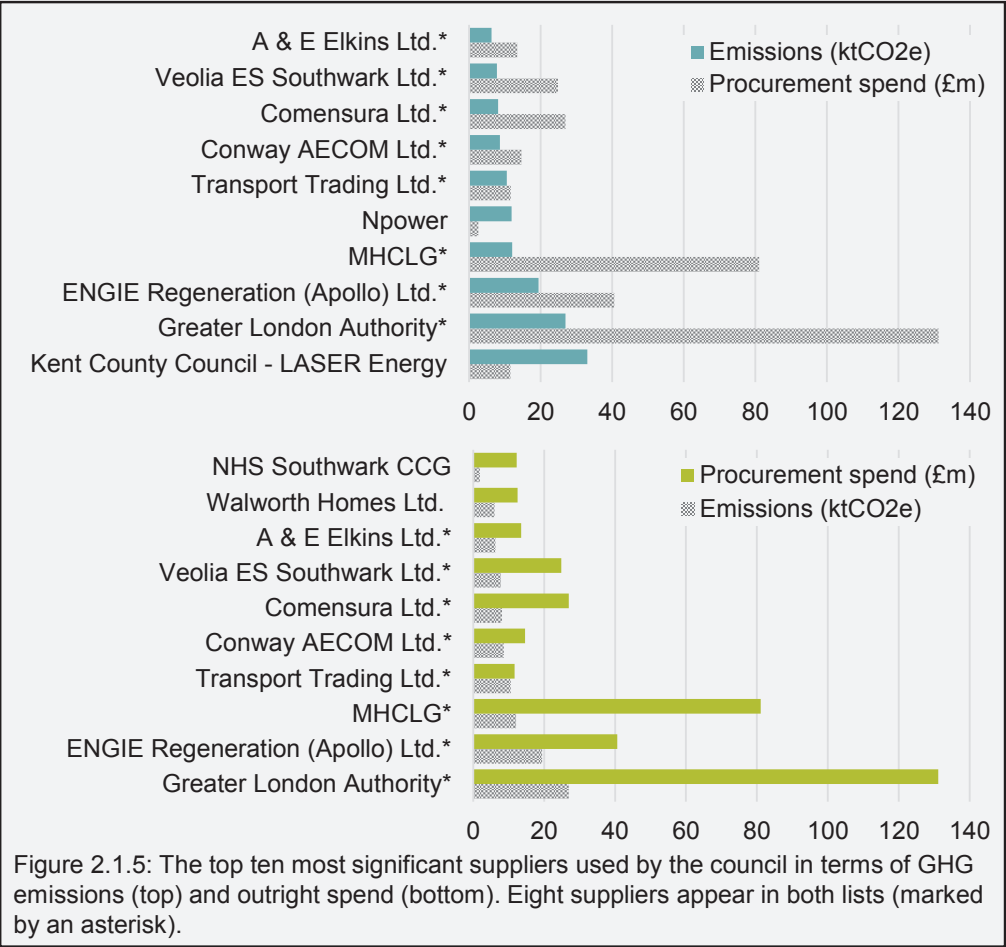
Further analysis of the council’s procurement spend data can provide a more granular breakdown of the most significant suppliers, both in terms of spend and emissions.

Figure 2.1.5 opposite shows the top ranking suppliers to the council based on these two measures. The top ten highest ranking suppliers in terms of Scope 3 emissions are shown in the upper graph, whilst the top ten highest ranking suppliers in terms of procurement spend is shown in the graph underneath.

There is a significant overlap between the suppliers which are used most frequently by the council and their related emissions. Eight suppliers appear in both of these top tens – these have been marked with an asterisk opposite.

Energy suppliers LASER Energy and Npower rank within the top ten suppliers by emissions, with LASER Energy the single largest contributor to the council’s Scope 3 emissions from procurement. It should however be acknowledged that these emissions may overlap with Scope 1 & 2 given they relate to the provision of mains electricity and gas. A more detailed analysis of the council’s spend data is necessary to confirm the extent to which this overlap results in double-counting.

Alternatively, the NHS CCG (Clinical Commissioning Group) and Walworth Homes Ltd. rank in the top ten suppliers by procurement spend, but do not rank among the top ten suppliers by emissions contributions.



02 – CARBON ANALYTICS
2.2 – SCATTER EMISSIONS BASELINE

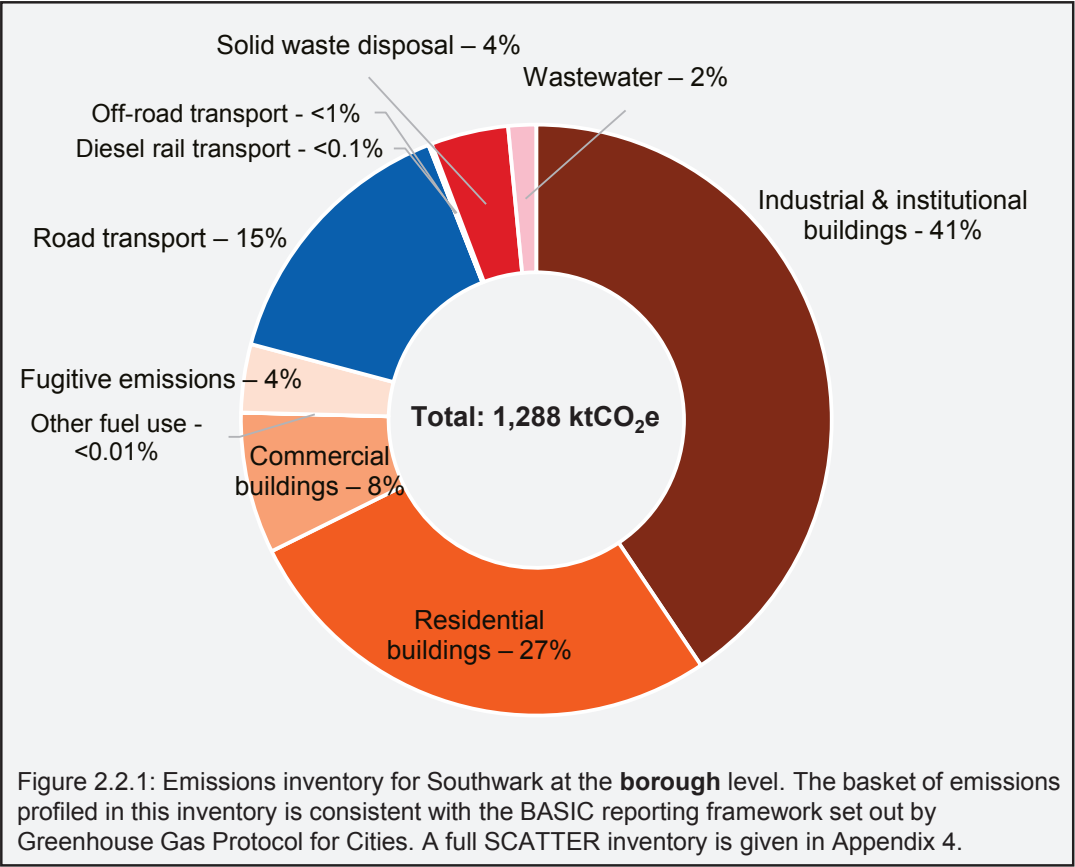
In 2017, Southwark’s buildings, transport and waste disposal were responsible for emissions totalling 1,288 ktCO₂e. The majority resulted from buildings (79%) and transport (15%).

This emissions inventory has been calculated from the SCATTER Inventory Tool. The inventory shown opposite represents emissions from a specified set of activities within the borough’s boundary, which is compliant with the BASIC reporting standards set out in the Greenhouse Gas Protocol for Cities.¹

The emissions inventory detailed in previous work (London Borough of Southwark Carbon Scenarios to 2030, Carbon Descent, 2020) is based on annual emissions data published by BEIS. The SCATTER Inventory Tool provides emissions data for a broader range of activities and is aligned to international reporting frameworks. The differences between SCATTER and BEIS datasets are discussed in more detail in Appendix 6.

SCATTER considers emissions from multiple greenhouse gases, namely carbon dioxide, nitrous oxide and methane, and relates to the 2017 reporting year. The emissions inventory only includes emissions generated within Southwark (scopes 1 & 2). Consumption-based emissions analysis can be found on page 8.

¹ SCATTER defines emissions for a broader range of emissions than is required by the BASIC framework. For this full list of emissions please see Appendix 4.



02 – CARBON ANALYTICS

2.2 – SCATTER EMISSIONS BASELINE

The following tables demonstrate the profile of each emissions sector and explain the sources of emissions included in each:

	79% of emissions in Southwark come from buildings ○ Residential buildings (27%): Domestic households of all tenure types. ○ Institutional buildings & facilities (25%): Public sector buildings including schools, colleges and educational buildings, health centres, hospitals, leisure centres, council buildings etc. ○ Industrial buildings & facilities (16%): Larger industrial facilities, including factories, warehouses and workshops associated with manufacturing and engineering. ○ Commercial buildings & facilities (8%): Buildings from which commercial businesses operate e.g. shops, shopping centres, offices, restaurants etc. ○ Other fuel use (<0.01%): Fuel consumption from other sources (off-road transportation in the industrial & agricultural sectors). ○ Fugitive emissions (4%): Emissions from leaks and other fuel released through transportation and storage of fuels. Scaled to Southwark by population from national figures.
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	15% of emissions in Southwark come from transport ○ On-road transport (15%): Emissions from all forms of on-road passenger vehicle, including cars, vans, motorcycles, buses and taxis. ○ Diesel rail (<0.1%): Emissions from diesel-fuelled rail transport. Emissions from electricity consumption within the rail sector are included in the commercial and industrial sectors as it is not possible to separate these emissions. ○ Off-road (<1%): A base assumption of 1% of total on-road emissions.
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	6% of emissions in Southwark come from waste disposal ○ Solid waste disposal (4%): Incorporates various waste streams across commercial, industrial and municipal sources. ○ Wastewater (2%): Scaled directly from national wastewater data by population.
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02 – CARBON ANALYTICS

2.3 – BOROUGH-WIDE CONSUMPTION-BASED EMISSIONS

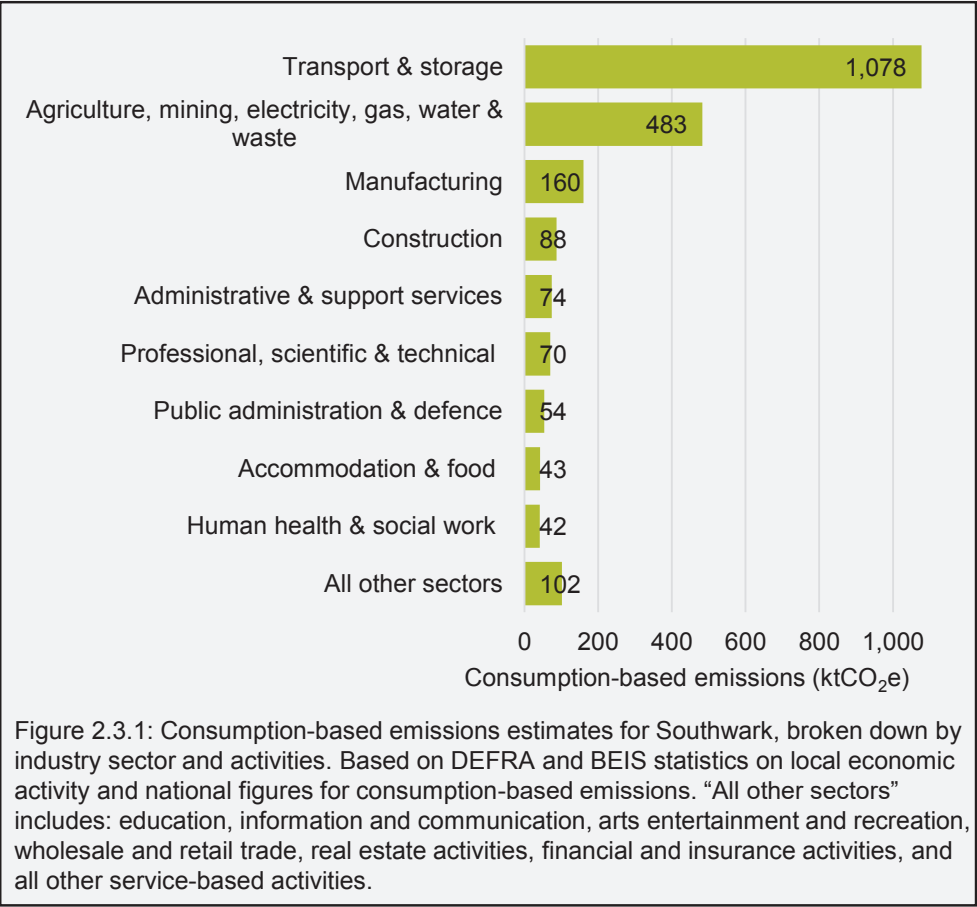
In 2018, Southwark’s consumption-based emissions are estimated to have been 2,194 ktCO₂e. This figure describes the emissions impact of all imported goods and services to the borough and is based upon economic activity data for the borough.

Defining Consumption-Based Emissions

The term *consumption-based emissions* describes greenhouse gas emissions that occur as a result of imported goods and services to the borough. This group of emissions differs from those described on page 7, in that they allocate lifecycle emissions of goods and services to the end user, in this case Southwark as a borough.

The Scope 1 & 2 emissions described by the BASIC framework can be thought of as *territorial emissions* since they occur as a result of in-borough fuel consumption, whereas consumption-based emissions may arise outside of the borough but are driven by demand within it. For example, emissions from out-of-borough food production are not measured under Scope 1 & 2 totals but are recorded under Southwark’s consumption-based emissions total if those food products are later consumed within the borough.

For a full dataset of the borough’s consumption-based emissions, please see Appendix 5.



02 – CARBON ANALYTICS

2.3 – BOROUGH-WIDE CONSUMPTION-BASED EMISSIONS

Defining emissions in terms of industry sectors

Local figures for consumption-based emissions are not measured by national government in the same way as Scope 1 & 2 emissions. Instead, consumption-based emissions for the borough have been estimated from economic activity (gross value added, or GVA) within Southwark. Consumption-based emissions at the national level are grouped according to standard industrial classification (SIC) codes for this reason.

Transport & Storage

Transport and storage is the most significant industry sector contributor to Southwark's consumption-based emissions. Given its context as an inner London borough, Southwark is heavily reliant on imported goods and services. This is reflected in the large proportion of consumption-based emissions driven by freight transport, air travel and distribution. Consumption-based emissions from transport & storage are distinct from the Scope 1 & 2 emissions from transport, which record the emissions from fuel consumption within the borough only.

Agriculture, Mining, Electricity, Gas, Water and Waste

The second most significant industry sector which contributes to the borough's consumption-based emissions total relates to the growth of crops and rearing of animals, as well as energy production and waste disposal. These emissions are distinct from Scope 2 emissions from a carbonised electricity grid, since they also include emissions from the transmission and distribution of energy e.g., power losses in transmission cables.

Manufacturing & Construction

The third and fourth highest contributing sectors to consumption-based

emissions are manufacturing and construction. Manufacturing emissions relate to the production of goods that are later consumed within Southwark, including food, textiles and electrical products. Construction activities covered by this estimate include the design and delivery of infrastructure projects.

Service Based Sectors

Smaller contributions to consumption-based emissions are made from a variety of other service-based sectors. This covers emissions associated with all other service-based sectors, including high street retail, office-based professional services and arts & entertainment.

03 – FUTURE EMISSIONS PATHWAY

3.1 – COUNCIL'S OWN EMISSIONS PATHWAY

The potential impact of various carbon-reducing measures have been estimated using high-level modelling, in order to provide an indication for the scale and nature of change required for the council to minimise its own carbon footprint.

Eight measures have been assessed for their impact on Scope 1 & 2 emissions arising from buildings and vehicle fleet, compared to a far less ambitious scenario where local activity is much more limited. The results of this analysis can be seen opposite, in Figure 3.1.1 & 3.1.2.

Results

Successful implementation of the modelling interventions (described below) is projected to yield roughly a 9% reduction along the baseline case pathway and a 57% reduction (without any additional offsetting) along the ambitious pathway case.

Modelling Interventions

The baseline case assumes that:

- Energy demand for heating remains fixed
- The council continues its electrification of its small van fleet
- The nationally-led decarbonisation of the electricity grid continues according to Treasury projections.

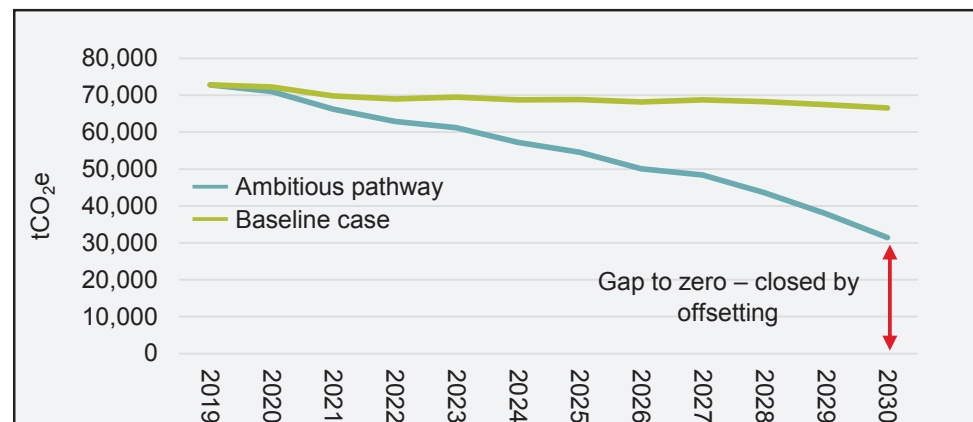


Figure 3.1.1: Pathways analysis for the council to 2030, based on indicative measures.

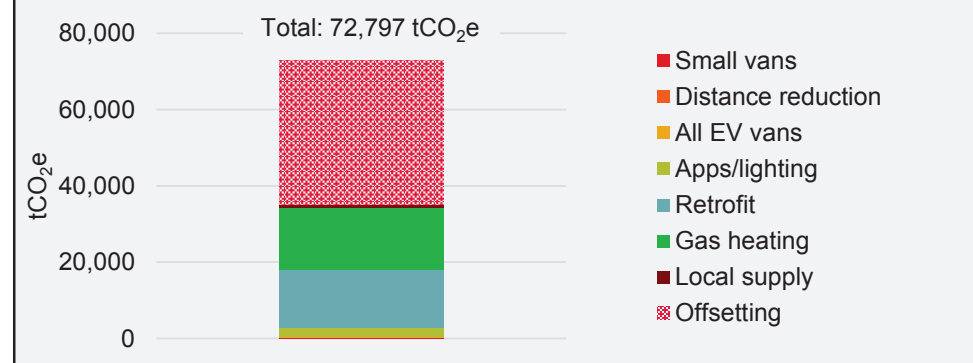


Figure 3.1.2: Stacked bar chart indicating the relative savings impact of each intervention at 2030.

03 – FUTURE EMISSIONS PATHWAY

3.1 – COUNCIL'S OWN EMISSIONS PATHWAY

The ambitious pathway assumes the above measures from the baseline case, as well as the following:

- **Reduction in vehicle mileage:** Outright reduction in van mileage across all vehicle types.
- **Switch to EV for all other vehicles:** Transition to EV for all other van types, including cage tippers & large vans.
- **Energy efficient lights and appliances:** Improvements to appliance and lighting efficiency, including streetlights, which brings a reduction of 35% to current electricity demand. It is assumed that 90% of lighting and appliances by demand are in receipt of this measure.
- **Retrofit of council buildings:** Improvements to building fabric which reduce the demand for energy for heating and hot water. This is modelled as a 35% reduction in fuel consumption for buildings. It is assumed that 75% of council buildings by overall demand receive this level of retrofit.
- **Switching away from gas heating:** Gas heating systems are replaced with less carbon intensive alternatives. This measure is far and away the most meaningful in terms of potential for carbon abatement given the dominance of gas consumption emissions in the Scope 1 & 2 emissions categories. This is modelled as a replacement in demand from gas to other heating technologies, split here 50:50 between electric heating systems (e.g. heat pumps) or district heating networks (which carry a less carbon-intensive emissions factor than individual gas boilers).
- The evolution of the emissions factor for electricity was taken from the Treasury Green Book projections, whilst the emissions factor for district heating evolved according to a fixed reduction factor.
- **Local renewables:** Whilst the grid factor for electricity falls around 43% according to Treasury projections, the increased demand for electricity from vehicles and heating systems means that emissions from electricity do offset the carbon abated from leaving behind gas systems. The installation of local renewables is here projected to mitigate the impacts of this increase in electricity demand by providing 10% of the additional demand through locally installed solar PV.
- **Offsetting:** All remaining emissions are assumed to be offset.

03 – FUTURE EMISSIONS PATHWAY

3.2 – BOROUGH-WIDE PATHWAYS

Updated EnergyPRO Modelling

This action plan is informed by an updated version of work previously commissioned by Southwark Council. EnergyPRO modelling for borough-wide emissions was carried out by Carbon Descent in late 2020, and the same model was used here following an alignment to data from the SCATTER Inventory Tool. The scope of the EnergyPRO modelling includes emissions from Southwark's buildings, on-road transport and energy supply. In sub-sections of Chapter 5 that were not modelled as part of EnergyPRO, supplementary analysis has been carried out using the SCATTER Pathways Tool.

A note describing the methodology behind this alignment can be found in Appendix 6.

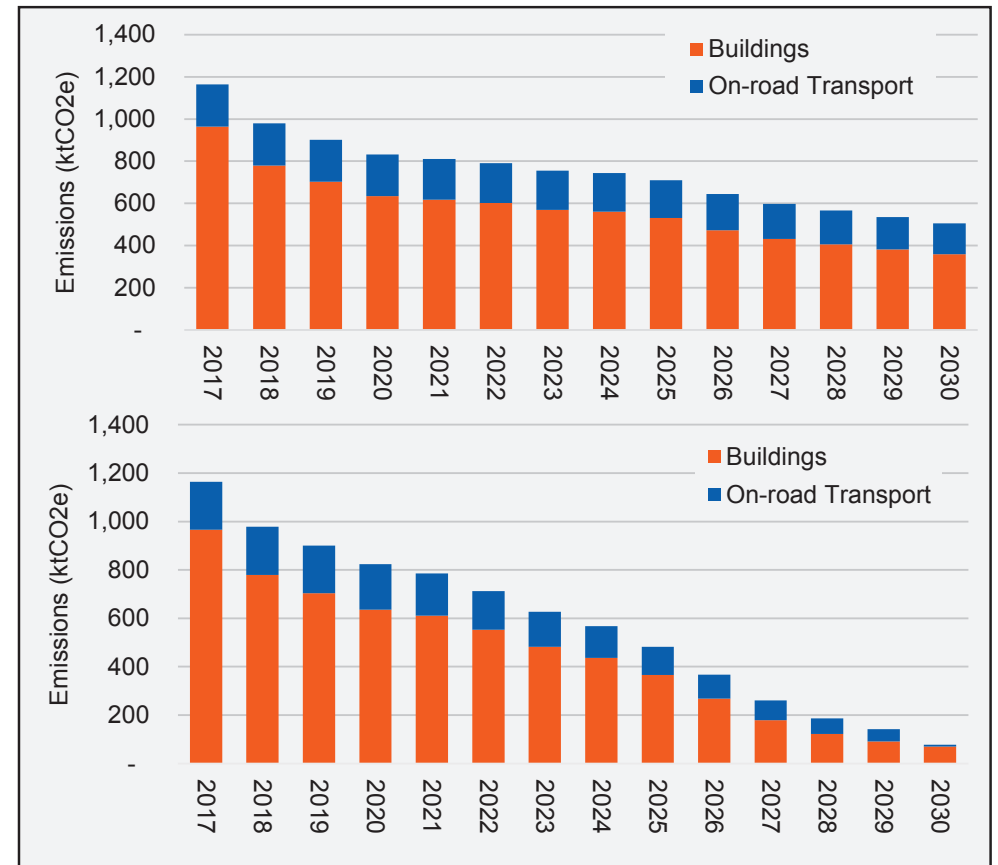
The graphs in Figures 3.2.1 & 3.2.2 show the results of this updated modelling. Figure 3.2.1 shows a *business-as-usual* (BAU) case for Southwark, according to Scenario 1 as outlined in the Carbon Descent report. Figure 3.2.2 shows the projections for Southwark's emissions according to Scenario 3, which assumes a transition to electrified heating and transport as well as a successful programme of energy demand reduction measures. Residual emissions at 2030 are the result of a non-zero grid factor. The detailed implications and assumed levels of activity underpinning these scenarios are given in Chapter 5.

EnergyPRO calculations were also used to provide estimates for the capital expenditure figures and carbon savings given in Chapter 5.

Figure 3.2.1 (right, top): BAU case taken from EnergyPRO.

Figure 3.2.2 (right, bottom): Scenario 3 ("All measures") case taken from EnergyPRO.

Both scenarios had 2017 data aligned to the SCATTER inventory in Figure 2.2.1.



03 – FUTURE EMISSIONS PATHWAY

3.2 – BOROUGH-WIDE PATHWAYS

Alignment with National Targets

In December 2020, the Committee on Climate Change (CCC) published their [Sixth Carbon Budget](#) report, setting out the UK's path to Net Zero. This research included an assessment of feasible, costed policy measures at the national level to deliver significant carbon reductions.

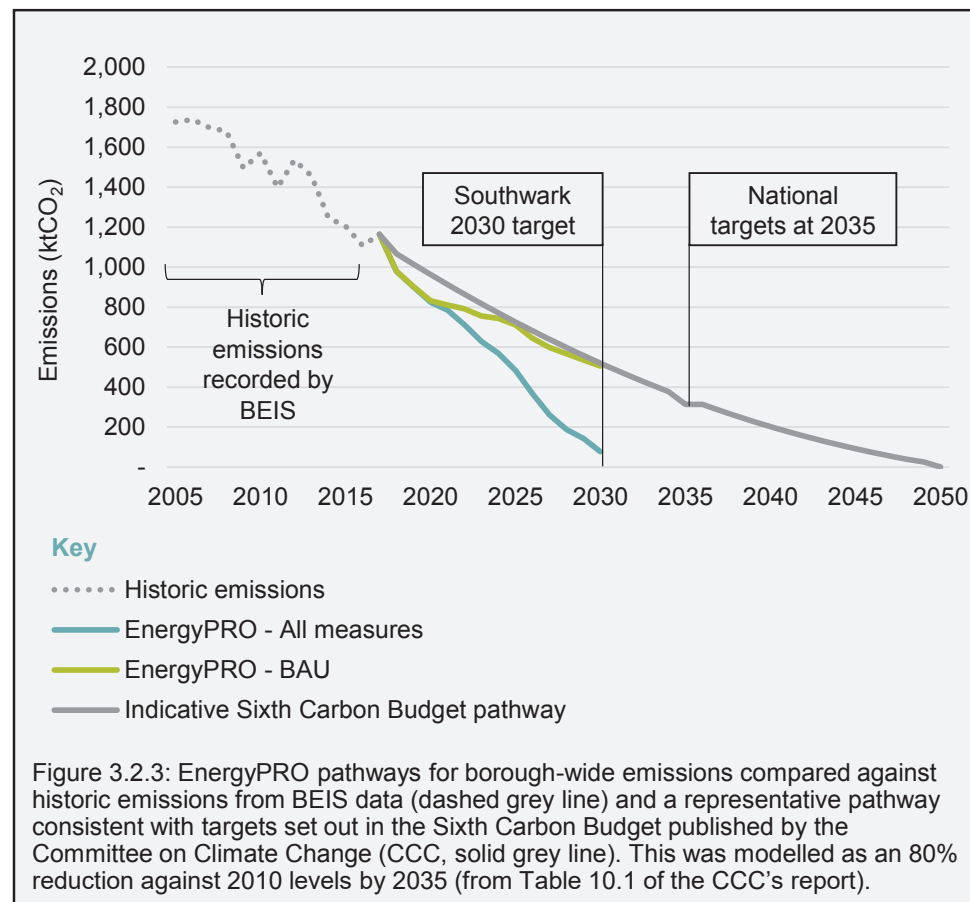
It is in this report that the CCC recommend that the UK reduces all emissions by 78% by 2035 against 1990 levels. This recommendation was eventually added to national government commitments to reach Net Zero by 2050, strengthening the UK's commitment on climate action.

Southwark's 2030 target for net zero as a borough is even more ambitious still. The graph opposite in Figure 3.2.3 shows how Southwark's future emissions pathways compare to the updated national commitment in terms of speed and rate of reduction in carbon emissions.

The Importance of Early Reductions

The CCC recommendations and the updated emissions reductions targets in the Climate Change Act highlight the importance of making deep-cutting emissions reductions as soon as possible. Reducing emissions early matters, since the negative outcomes of climate change are driven by *cumulative* carbon emissions.

This also highlights the importance of prioritising actions that deliver the deepest carbon reductions. More details on the prioritisation of actions can be found in Chapter 4.



Appendices

Appendix 1 – Glossary of Terms

Appendix 2 – Council's Own Emissions

Appendix 3 – Council's Procurement Spend

Appendix 4 – BEIS and SCATTER data tables

Appendix 5 – Consumption Based Emissions

Appendix 6 – EnergyPRO Modelling Note and Overlap with SCATTER

Appendix 7 – EnergyPRO Modelling

Appendix 8 – EnergyPRO Cost Assumptions

APPENDIX 1: GLOSSARY OF TERMS

AFOLU – Agriculture, forestry and land use

BEIS – UK Government Department for Business, Energy and Industrial Strategy, the successor to the Department for Energy and Climate Change (DECC)

Carbon dioxide equivalent (CO₂e) – the standard unit of measurement for greenhouse gases. One tonne of CO₂ is roughly equivalent to six months of commuting daily by car or burning 1-2 bathtubs' worth of crude oil. "Equivalent" means that other greenhouse gases have been included in the calculations

Carbon sink – a process or natural feature that removes carbon from the local atmosphere (e.g. trees or wetlands). The carbon is said to be *sequestered* from the atmosphere

Climate Emergency – a situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it

Decarbonisation – the process of changing our activities and industry practices to create an economy that sustainably reduces emissions of carbon dioxide

DEFRA – UK Government Department for Food & Rural Affairs

Energy system - the consumption of fuel, heat and electricity across buildings, transport and industrial sectors, from solid, liquid and gaseous sources

GHG – Greenhouse gas

IPCC – Intergovernmental Panel for Climate Change

LULUCF – Land use, land use change and forestry

MHCLG – Ministry for Housing, Communities & Local Government

SCATTER – Anthesis-developed tool which is used to set emissions baselines and reductions targets. See the [SCATTER website](#) for more information

T&D – *'Transmission & Distribution (T&D) factors should be used to report the Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the organisations that purchase it).'* (DEFRA, 2019)

WTT: *'Well-to-tank (WTT) fuels conversion factors should be used to account for the upstream Scope 3 emissions associated with extraction, refining and transportation of the raw fuel sources to an organisation's site (or asset), prior to combustion.'* (DEFRA, 2019)

APPENDIX 2: COUNCIL'S OWN EMISSIONS

Table: Emissions breakdown by source and activity (2019-2020).

Emission source					
Scope 1		Activity Data	Unit	tCO ₂ e	% of total emissions
Buildings & Other Assets	Natural Gas	317,614	MWh	58,400	13.5%
	Gas Oil	0	MWh	0	0.00%
Vehicle Fleet	Small Van (petrol)	467,451	Miles	179	0.04%
	Medium Van (SWB)	709,430	Miles	222	0.00%
	Large Van (Transit)	36,786	Miles	16	0.01%
	Large Van (3.5t cage tipper)	114,824	Miles	51	0.11%
Total Scope 1 emissions				58,868	13.61%
Scope 2		Activity Data	Unit	tCO ₂ e	% of total emissions
Buildings & Other Assets	Purchased Electricity	59,738	MWh	13,927	3.22%
Vehicle Fleet	Small Van (Electric)	15,995	Miles	1	0.00%
Total Scope 2 emissions				13,928	3.22%

Assumptions note

Data from the borough's schools was taken from the period October '19-October '20 as opposed to the financial year 19/20. The deviation between this data and the actual energy consumption from within FY19/20 is assumed small, to the point of being ignored for the purposes of this analysis.

Emission source					
Scope 3		Activity Data	Unit	tCO ₂ e	% of total emissions
Buildings & Other Assets	Natural Gas – WTT	317,614	MWh	7,594	1.76%
	Gas Oil – WTT	0	MWh	0	0.00%
	UK Electricity – T&D	59,738	MWh	1,198	0.28%
Employee Commute	Walk/Bicycle	665,973	Miles	0	0.00%
	Private On-Road Transport	2,884,083	Miles	814	0.19%
	Public On-Road Transport	209,733	Miles	35	0.01%
	Public Off-Road Transport	677,106	Miles	40	0.01%
Procurement Spend	Input/Output	£10,467	Million GBP	350,007	80.93%
Total Scope 3 emissions				359,688	83.17%
Total emissions (Scope 1, 2 & 3)				432,485	

APPENDIX 3: COUNCIL'S PROCUREMENT SPEND

Table 1: Procurement spend emissions summary

Category	Emissions (tCO2e)	Procurement Spend (k£)	Proportion of emissions
Services (see opposite)	98,196	508,211	28%
Construction	84,578	177,069	24%
Utilities	56,143	18,296	16%
Education	38,514	175,591	11%
Health and Social Work	33,415	95,952	10%
Transport	24,968	27,681	7%
Machinery & Electrical Appliances	6,844	25,929	2%
Public Administration & Defence	5,410	14,614	2%
Minor Contributions (see below)	1,938	3,402	0.6%
Grand total	350,007	170,980	100%

Table 2: Minor contributions breakdown

Category	Emissions (tCO2e)	Procurement Spend (k£)	Proportion of emissions
Post And Telecommunications	711	1,824	0.2%
Sewage and Refuse Services	506	370	0.1%
Material/Chemical Use	361	475	0.1%
Manufactured Goods & Recycling	197	459	0.1%
Hospitality & Catering	151	261	0.0%
Fuels	12	12	0.0%
AFOLU	0.4	1	0.0%
Minor Contributions sub-total	1,938	3,402	0.6%

Table 2: Services breakdown

Category	Emissions (tCO2e)	Procurement Spend (k£)	Proportion of emissions
Printing matter & related services	1,314	459	0.1%
Banking & finance	69,487	9,815	3%
Insurance & pension funds	52,958	14,241	4%
Real estate activities	9,591	1,057	0.3%
Legal, consultancy, other business activities	14,839	2,371	1%
Services from membership organisations	250,032	37,218	11%
Other service activities	109,991	33,035	9%

APPENDIX 4: BEIS AND SCATTER DATA TABLES

Sector	Scope 1 & 2 Emissions, ktCO ₂
Industry and Commercial Electricity	307.7
Industry and Commercial Gas	190.1
Large Industrial Installations	0.5
Industrial and Commercial Other Fuels	9.0
Agriculture	0.1
Domestic Electricity	113.4
Domestic Gas	195.1
Domestic 'Other Fuels'	4.1
Road Transport (A roads)	114.0
Road Transport (Motorways)	-
Road Transport (Minor roads)	94.7
Diesel Railways	0.5
Transport Other	0.9
LULUCF Net Emissions	-0.5
Grand Total	1,029.6

IE	= Included Elsewhere
NE	= Not Estimated
NO	= Not Occurring
	Included within BASIC
	Not included within BASIC

Sub Sector	Direct (ktCO ₂ e)	Indirect (ktCO ₂ e)	Other (ktCO ₂ e)
Residential buildings	191.94	157.06	56.97
Commercial buildings & facilities	51.32	48.18	16.31
Institutional buildings & facilities	74.92	243.46	53.47
Industrial buildings & facilities	63.40	141.13	34.34
Agriculture	0.10	0.00	0.02
Fugitive emissions	48.07	0.00	0.00
On-road	192.12	IE	IE
Rail	0.42	IE	0.10
Waterborne navigation	NO	IE	IE
Aviation	NO	IE	166.91
Off-road	1.92	0.00	NE
Solid waste disposal	54.59	0.00	IE
Biological treatment	NO	0.00	IE
Incineration and open burning	NO	0.00	IE
Wastewater	19.69	0.00	NO
Industrial process	5.88	-	0.00
Industrial product use	0.00	-	NE
Livestock	0.07	0.00	0.00
Land use	-0.41	0.00	0.00
Other AFOLU	NE	0.00	0.00
Electricity-only generation	NO	-	NO
CHP generation	0.47	-	0.09
Heat/cold generation	NO	-	0.00
Local renewable generation	0.04	NO	0.00
Sub-total	704.54	589.82	656.33
Grand total: 1,621.98			

Notes:

- BEIS 2018 data (far left) and SCATTER 2017 data (near left) are compiled using different methodologies.
- Within the SCATTER model, national figures for emissions within certain sectors are scaled down to a local authority level based upon a series of assumptions and factors.

What do the different emissions categories mean within SCATTER?

Direct = GHG emissions from sources located within the local authority boundary (also referred to as Scope 1). For example petrol, diesel or natural gas.

Indirect = GHG emissions occurring as a consequence of the use of grid-supplied electricity, heat, steam and/or cooling within the local authority boundary (also referred to as Scope 2).

Other = All other GHG emissions that occur outside the local authority boundary as a result of activities taking place within the boundary (also referred to as Scope 3). This category is not complete and only shows sub-categories required for CDP / Global Covenant of Mayors reporting.

APPENDIX 5: CONSUMPTION-BASED EMISSIONS

Table: Historic and present consumption-based emissions for the borough.

Breakdown of Southwark consumption emissions by SIC category

SIC Sectors	Emissions (ktCO ₂ e)									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Agriculture, mining, electricity, gas, water and waste	1,837	1,953	1,468	2,730	3,334	540	265	486	281	483
Manufacturing	105	104	97	94	98	88	75	83	148	160
Construction	79	84	79	64	52	62	75	84	96	88
Wholesale and retail trade; repair of motor vehicles and motorcycles	14	15	15	10	9	10	10	9	9	10
Transport and storage	799	704	759	809	724	937	1,006	1,019	1,081	1,078
Accommodation and food services	30	32	31	36	36	34	34	37	39	43
Information and communication	25	23	24	23	20	21	25	25	24	25
Financial and insurance activities	10	8	10	12	11	4	5	4	2	2
Real estate activities	8	8	8	10	10	10	11	12	10	11
Professional, scientific and technical activities	63	61	60	66	65	70	67	65	67	70
Administrative and support service activities	45	59	83	79	77	73	72	72	73	74
Public administration and defence; compulsory social security	38	43	62	68	60	54	53	60	61	54
Education	25	21	26	30	26	24	25	24	25	27
Human health and social work activities	38	41	36	40	48	43	42	45	42	42
Arts, entertainment and recreation	11	10	11	12	13	12	14	15	15	12
Other service activities	10	12	11	15	16	13	13	11	12	16
Activities of households as employers; undifferentiated goods and services-producing activities of households for own use	0	0	0	0	0	0	0	0	0	0
Total	3,137	3,179	2,780	4,096	4,601	1,995	1,793	2,051	1,985	2,194

Highest emissions year for this sector

Lowest emissions year for this sector

APPENDIX 6: ENERGYPRO MODELLING NOTE AND OVERLAP WITH SCATTER

Differences between SCATTER and BEIS figures

Baseline figures from different sources may not directly match as a result of differences in the types of activity that are measured as part of the baseline. For example, one baseline may include activity from the agricultural sector, but use a dataset that does not include contributions from non-CO₂ sources. BEIS emissions statistics fall within this category for agricultural emissions. Another reason baselines may differ is that different reporting standards require different activities to be included within emissions figures.

The differences in the emissions figures is due to the different underlying datasets used to compile BEIS & SCATTER profiles, as well as a slight difference in the different activities included as part of the baseline. SCATTER's inventory is compiled from a broader range of sources than BEIS reported statistics and is aligned to global reporting standards set out by the Global Protocol for City-wide (GPC) Greenhouse Gas Emissions.

EnergyPRO alignment with SCATTER

EnergyPRO scenarios use Committee on Climate Change Balanced path (2020) grid factor projections to 2030. This sees the grid factor drop to 46 gCO₂/kWh by 2030. This grid factor is different to the one used to calculate the emissions inventory from SCATTER, which is taken from DEFRA methodologies for emissions reporting. This explains the downturn in emissions between 2017 & 2018.

EnergyPRO scenarios consider all direct and indirect emissions from buildings & facilities and on-road transport.

The BAU case assumes low levels of uptake of insulation, solar PV, heat pumps, and electric vehicles. The 'All measures' (Scenario 3) case assumes high uptake of insulation, high levels of PV, all transport switched to EVs, all gas cooking switched to electric, all space heating and hot water requirements provided by heat pumps or SELCHP – all by 2030. In essence, all heating and transport systems are electric in 2030 and the only emissions are from grid electricity.

Cost estimates for waste measures within SCATTER

As waste emissions have not been costed from EnergyPRO, a high-level estimate has instead been made using carbon abatement costs published by the Committee on Climate Change in their Sixth Carbon Budget. National figures for the estimated pound of annualised marginal investment required per tonne of emissions abated have been applied to carbon savings from the SCATTER Pathways.

APPENDIX 7: ENERGYPRO MODELLING

The following tables briefly describes the assumptions used for each measure under the EnergyPRO modelling for borough-wide emissions:

Measure	Sector	New build?	Units	Source
Solar PV	Res		kW	GLA projections for Southwark were used for the BAU scenario. These GWh generated were back calculated in installed kW peak and these were then modelled in energyPRO using 2017 hourly solar radiation data. For the All measures scenario maximum possible amounts were estimated based on 4kW per house and a total of 23,759 houses. Note that many of these would not be South facing systems but East/West facing. Germany has noted that a higher installation of East/West systems might have been preferable in terms of spreading hourly generation more evenly over a day.
Solar PV	C&I		kW	As above. The split between Res and C&I was based on the ratio of installed capacity in 2018. For the All measures scenario the maximum was estimated based on 20% of C&I floorspace (20% is 756,000 m ²). 4 m ² /kW peak was assumed as a mean value for the area of panels required over the period (5m ² /kW peak is the current value but it is improving). This gives 189 MW as a maximum value for the C&I sector.
Heat Pumps	Res	Retrofit	Homes	The BAU scenario assumes a low level of uptake of heat pumps based on GLA projections for Southwark. For the All measures scenario it was assumed that all existing residential gas boilers were replaced with either heat pumps or a connection to SELCHP by 2030. This means that by 2030 around half of all existing homes have heat pumps. COP for the heat pumps were based on the Daikin HT air source heat pump and varied with external air temperature. Each home retrofitted was assumed to have the space heating and DHW consumption of an average Southwark 2017 home.
Heat Pumps	Res	Newbuild	Homes	In the BAU scenario it is assumed that all newbuild from 2022 will be fitted with heat pumps. In the All measures scenario it is assumed that no new build will be fitted with HPs (instead they will all connect to SELCHP, see below). COP for the heat pumps were based on the Daikin LT air source heat pump. The space heating and hot water projections for newbuild were used to estimate the heat output of each heat pump.
Heat Pumps	C&I	Retrofit	MWh heat	For BAU scenario no retrofit heat pumps were assumed. For the All measures scenario it was assumed that 1/8 th of all existing gas boilers were replaced with heat pumps each year from 2022 in order to replace all gas boilers.
Heat Pumps	C&I	Newbuild	MWh heat	Assumed all newbuild from 2022 will be fitted with heat pumps in both BAU and All measures scenarios. The space heating and hot water projections for newbuild were used to estimate the heat output of each heat pump.
SELCHP	Res	Existing DH	Homes	There are currently around 17,000 homes in Southwark that are served by a district heating network, of which around 2650 are connected to SELCHP. In both scenarios it is assumed that the SELCHP network will be expanded to cover all of these 17,000 homes by 2030 (i.e. replacing communal gas boilers/CHP).

APPENDIX 7: ENERGYPRO MODELLING

Measure	Sector	New build?	Units	Source
SELCHP	Res	New DH	Homes	In the BAU scenario no further new or existing homes are connected to district heating networks. The max thermal output available to Southwark from SELCHP is 33MWth. In the 'All measures' scenario around half of all homes in Southwark are connected to the network by 2030. This comprises of all 17,000 homes that are already on DH networks, all newbuild homes from 2022, plus and half of all the other existing homes (the other half get HPs). To cope with winter peak demand, 120 MW of back up heat pumps and a large thermal store will also be required.
Induction Hobs/ Electric Ovens	Res	Retrofit	Homes	For the BAU scenario no changes were assumed in cooking fuel, except that no gas hobs/ovens were installed in newbuild. For the All measures scenario all gas hobs and electric ovens were replaced by 2030 by induction hobs and electric ovens. It was assumed that 51% of homes in Southwark had gas hobs in 2017 and 31% had gas ovens – from BEIS national statistics. Both measures (by coincidence) were assigned an efficiency gain of 54%. This was based on analysis of energy labels for gas and electric ovens and for induction hobs from a German study .
Induction Hobs/ Electric Ovens	C&I	Retrofit	MWh heat	The same efficiency gains were assumed for C&I replacement of gas ovens and hobs as for the residential sector. National figures from ECUK End Use Data Tables were used to determine the proportion of C&I gas use assigned to gas catering in 2017.
LED Lighting	Res	Retrofit	Homes	BEIS dataset energy consumption UK tables were used. These provide a breakdown of lamp types in homes nationally. It was assumed that Southwark homes were typical of the national figures. The dataset provides numbers of lamps by type i.e. GLS, halogen, CFL and LED. Savings were calculated by assuming a linear replacement of all non-LED lamp types with LEDs by 2030. In 2016 19% of lamps were still non-LED according to the BEIS dataset.
Grid Decarbonisation	All		kgCO ₂ /kWh	Based on the Committee on Climate Change Sixth Carbon Budget, Balanced Net Zero Pathway projections for grid carbon emissions (published December 2020). This starts at 219 gCO ₂ /kWh in 2019 and drops to 46 gCO ₂ /kWh by 2030. For 2017 the grid emissions factor used is 351 gCO ₂ /kWh to match the latest figure used in SCATTER. https://www.theccc.org.uk/wp-content/uploads/2020/12/The-Sixth-Carbon-Budget-The-UKs-path-to-Net-Zero.pdf
Heat Pumps	C&I	Newbuild	MWh heat	Assumed all newbuild from 2022 will be fitted with heat pumps in both BAU and All measures scenarios. The space heating and hot water projections for newbuild were used to estimate the heat output of each heat pump.

APPENDIX 7: ENERGYPRO MODELLING

Measure	Sector	New build?	Units	Source
Appliances	Res	Retrofit	Homes	The same BEIS dataset used for LEDs was used for appliances. In this case we estimated the trend rate of improvement in energy consumption relating to appliances. This national trend rate was then apportioned to the Southwark housing stock and it was assumed that the trend would continue to 2030 at a linear rate. The calculated saving annually was 39 kWh per home. This means that the average annual consumption from appliances would fall from 2,320 kWh in 201 to 1,813 kWh per home by 2030.
LED Lighting & motor efficiency	C&I		MWh	Commercial and industrial efficiency improvements were restricted to lighting and motors. While this might appear narrow, motors are one of the largest single sources of electricity use in the sector and are used to drive pumps, fans and compressors which are the main source of energy consumption in ventilation and air-conditioning systems. The BEIS dataset showed that, for computing, reductions in energy consumption had stalled in the last few years so it is assumed that this sector remains static. Again trend rates in efficiency were derived from the BEIS dataset.
Insulation package	Res	Retrofit	Homes	The approach to insulation was to include four measures: solid wall insulation, cavity wall insulation, loft insulation and double glazing. Energy Saving Trust (EST) figures were used to derive savings per home. EST give figures for different dwelling types i.e. detached or semi-detached et cetera. The saving figures were then weighted according to the dwelling type mix across Southwark. However, the remaining number of uninsulated lofts, walls and windows varies greatly in Southwark between each element. To combine the measures into a single retrofit measure further weighting was applied based on the maximum potential for each measure. In the BAU scenario the GLA retrofit figures (i.e. number of homes) were used for Southwark. For the All measures scenario it was assumed that all single glazed windows, all lofts without insulation and all unfilled cavities and all solid walls or system built walls were insulated.
Newbuild	Res	Newbuild	Homes	The number of newbuild homes was taken from the gross and net completions reported by Southwark. Energy consumption by end use for new builds was calculated from EPC certificate data for Southwark. An incremental reduction in heating demand from tightening of national Building Regulations was assumed (40% improvement every 4 years).
Demolition	Res	Retrofit	Homes	The number of homes demolished was taken from the gross and net completions reported by Southwark. Energy consumption by end use was calculated assuming the demolished home had the consumption of an average home in 2017, which was estimated from EPC certificate data.

APPENDIX 7: ENERGYPRO MODELLING

Measure	Sector	New build?	Units	Source
Newbuild	C&I	Newbuild	000's m ²	The number and floor area of newbuild commercial and industrial was provided by Southwark planning department and as described earlier energy consumption by end use was calculated from EPC certificate data for Southwark.
Demolition	C&I	Retrofit	000's m ²	The number and floor area of newbuild commercial and industrial was provided by Southwark planning department and as described earlier energy consumption by end use was calculated from EPC certificate data for Southwark.
Electric Cars	Transport		vehicle Mkm	For the BAU scenario GLA projections from the Mayor's transport strategy for Southwark were utilised. For the All measures scenario it was assumed that all vehicles would be electric by 2030.
Electric Buses & HGVs	Transport		vehicle Mkm	For the BAU scenario GLA projections from the Mayor's transport strategy for Southwark were utilised. For the All measures scenario it was assumed that all vehicles would be electric by 2030.
Vehicle km reduction	Transport		vehicle Mkm travelled	For all scenarios GLA projections from the Mayor's transport strategy for Southwark were utilised – delivering a 9% reduction in overall vehicle km by 2030.

APPENDIX 5: ENERGYPRO COST ASSUMPTIONS

Sector	Measure	Retrofit or Newbuild?	Marginal Cost (£k)		Carbon savings (tCO ₂)		Cost per tonne k£/tCO ₂	
			BAU (£k)	All measures (£k)	BAU (tCO ₂)	All measures (tCO ₂)	BAU k£/tCO ₂	All measures k£/tCO ₂
Domestic	New Solar PV		9,284	144,006	255	4,401	36.5	32.7
	Retrofit LED Lighting	Retrofit	3,812	3,812	2,222	2,222	1.7	1.7
	Efficient Appliances		-	-	3,412	3,412	-	-
	Retrofit Elec cookers	Retrofit	-	48,602	140	4,240	-	11.5
	Retrofit Insulation	Retrofit	353,102	603,095	23,400	174,572	28.0	10.6
	Retrofit heat pumps	Retrofit	86,280	617,211				
	Newbuild heat pumps	Newbuild	189,004	-				
	Existing district heating onto SELCHP	Existing DH	26,248	33,970				
	New district heating onto SELCHP	New DH	-	597,614				
Non-domestic	New Solar PV		1,196	179,521	56	8,756	21.2	20.5
	LED Lighting & motor eff'y		13,764	13,764	6,345	6,345	2.2	2.2
	Retrofit Elec cookers	Retrofit	-	3,576	5,735	21,634	-	0.2
	Retrofit heat pumps	Retrofit	-	676,408	55,238	144,531	0.6	4.9
	Newbuild heat pumps	Newbuild	33,547	33,547				
Transport	Electric Cars		185,921	885,906	53,230	190,816	4.0	5.1
	Electric Buses		-	18,943				
	Electric HGVs		-	37,886				
	Vehicle km reduction		25,008	25,008				
Other	Remove oil & coal		-	-	- 208	15,889	-	-
	Grid decarbonisation		-	-	508,406	509,247	-	-
	Total		927,166	3,922,869	658,231	1,086,064		

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Appendix C – Climate Emergency Engagement Response

This appendix summarises feedback received through our engagement and consultation together with the council’s response. Much of this feedback has influenced the strategy, and in other areas there is already work underway. Feedback has been drawn from numerous sources, including but not limited to our online climate change consultation. Sources are referred to in the table below as follows: Online Climate Change Consultation (OCCC), Environmental Scrutiny Commission (ESC), Partnership Steering Group (PSG), Opposition Report (OR), Wildlife Trust (WT), Engagement Report (ER), and Climate Conference (CC).

Strategy and Approach			
Feedback	Summary of Comments	Sources	Council Response
A greater emphasis is needed on businesses and climate change in our strategy	Emphasise the role of businesses in reducing emissions; support for businesses through funding and collaboration; how businesses will be held to account.	OCCC, ESC	The Climate Change Strategy recognises the important role business plays and includes actions that businesses need to take to reach carbon neutral. The council is also developing plans on a green local economy, which will consider these issues.
Climate education should be at the heart of our approach	Must ensure residents and organisations are educated about the climate emergency.	OCCC,PSG, OR	The Climate Change Strategy includes a section on education, engagement and empowerment outlining this. We will specifically target groups that are traditionally under represented including younger people and minority groups.
A greater focus needed on climate adaption and carbon sequestering	More detail on adaptation and use of carbon sequestering and capture to reduce our overall emissions.	OCCC,WT, OR	Our priority has been to develop a plan to cut carbon emissions. The Climate Change Strategy references adaptation, but we plan to produce an adaptation strategy as a next step. We are not prioritising carbon sequestering and capture at this stage, but will keep this under review.
Map and share useful data with the public	The council should be transparent and make useful data readily available to the public. It should also map data geographically so the public can more easily understand where emissions originate.	OCCC,ESC	The Climate Change Strategy includes baseline data for different activities. We do not have ward level data but will make as much data as possible accessible to the public We are also part of a pilot to use the ClimateView application, which allows the public to visualise our strategy and engage with our carbon targets in an accessible way.

Ensure a diverse range of communities are engaged with through direct and meaningful communications	Southwark is a diverse borough, and for meaningful engagement to take place, the council must ensure that engagement is reflective of our communities.	OCCC,PSG	We agree. We will ensure that our citizens' juries are representative of our borough in terms of race, gender, age and ethnicity. We will develop communications and engagement plans during the delivery of the Climate Change Strategy that ensure that those from minority groups are heard and included within the climate discussions. We will use public spaces and buildings (such as libraries and TRA halls) to make sure that those without internet access can stay informed.
Publish climate progress frequently and ensure that our approach is iterative	As well as data, the council should frequently publish its progress towards its climate goals and ensure that its targets are flexible and can be adapted when needed.	OCCC, OR	We will publish an annual report that will be open to scrutiny and make changes as required to our climate plans. Residents can feedback on our progress and our targets. We will also hold climate conferences and invite comments from resident.
Expand on our investment strategy for reducing carbon emissions	For climate action to be effective in the long term, the council needs to commit to a long-term investment strategy that prioritises carbon reduction.	OCCC,ER, OR	We agree. The council is considering the climate emergency in its budget process including how budget decisions are helping achieve our aims. We estimate that the full cost will be around £3.92bn, which is considerably higher than the resources that the council has. We will therefore need considerable government investment.
Our approach must be reviewed by experts	Experts are best placed to confirm whether our approach is as impactful as it needs to be.	OCCC, CC	We have established an Expert Advisory Panel, which is made up of independent experts in a range of different climate areas. We will also work with stakeholders who have specific expertise in our areas of focus. We have commissioned experts for various aspects of the work such as developing the Climate Change Strategy.
Develop green jobs, skills and apprenticeships	The council should develop career opportunities as part of the green economy, both within the council and in partnership with businesses	ER,PSG,CC	We agree. The council will review its apprenticeship schemes and aim to support additional apprenticeships and skills opportunities to tackle the climate emergency. It is developing a green economy strategy including a green jobs programme in the borough.
Climate impact should be embedded into our internal procedures	Decisions should account of the impact on the environment and carbon reduction targets.	OCCC	We agree. The council will ensure that carbon is considered in decision making and will implement training within the councils to enable officers to do this effectively.
Council staff should be trained to have expertise on tackling the climate	Those working for the council should understand the impact of what they do on the environment	OCCC	We agree. We will ensure that training is available. We also support the staff climate network, which brings together officers to promote and

emergency	and work to adapt their services in line with this.		educate around climate change.
Develop and support Carbon Tax/Carbon Rationing schemes	The council should lobby national government to use tax powers to reduce carbon	OCCC	The council needs to consider where it can most effectively influence government and target its resources in those areas. We do not think that this is an area where Southwark would have the most impact so do not think this should be a priority.
Reduce engagement and prioritise immediate action	The council should reduce the amount of time they spend on engagement and starting acting on reducing carbon immediately	OCCC	We disagree that more engagement means less action. It is crucial that we take people on the journey to carbon neutrality; otherwise, our actions will be far less effective. While we have developed the Climate Change Strategy, we have been working to reduce carbon such as the decision to move to 100% renewable electricity within the council.
Ensure social and health impacts are taken into account for decisions	The council should recognise that the climate emergency is a social and health crisis as well as an environmental one.	OCCC	We agree and the Climate Change Strategy reflects this. We have included a section on health impacts, which gives detail on the specific impact of climate change on different groups. We also recognise in the Climate Change Strategy that the climate emergency has a great social impact and have made social justice a core principle in the strategy.
Further detail on how our approach will work alongside other Council and regional documents	The strategy must work harmoniously alongside other documents, such as the New Southwark Plan and London Plan.	OCCC, PSG, ESC	We agree. With Southwark policies, we aim to align them as they are reviewed and renewed for example we are currently preparing amendments to the New Southwark Plan to reduce our carbon further. We will review all new policies as they emerge and make amendments as necessary.
It should be an ambition of the Council to reduce Scope 3 emissions as much as possible	Currently the council's approach focusses on scope 1 and 2 directly, and the council should act to reduce the amount of scope 3 emissions in the borough.	OCCC	The Climate Change Strategy prioritises Scope 1 and Scope 2 emissions, however many of the actions we propose will reduce scope 3 emissions. We will work with residents and businesses to reduce the amount of Scope 3 emissions but will report on 1 and 2.
Talk in more detail in the strategy about the specific partnerships that we would develop	Identify the ways in which the council will work with different institutions in the borough, and name the sector in which the council will partner	OCCC	The Climate Change Strategy details the types of organisations and institutions that we expect to work with including universities, hospitals and major businesses. We will also continue to work with interest groups, residents and voluntary groups.
Our approach should be much more holistic	By focussing on different themes, the strategy feels like it is too siloed. There needs to be a much	OCCC	The Climate Change Strategy is holistic and many of the areas of work will overlap. The identification of themes is to help organise and prioritise

	more integrated, whole system approach		work, but we recognise that many areas are interdependent.
Our approach focusses too heavily on individual actions	Although they have some impact, individual actions should have the least focus as individuals create far less carbon than large organisations, such as businesses and developers.	OCCC, PSG	Our Climate Change Strategy focusses on all actions that contribute and prioritises those with the greatest impact. This includes regional and national action, however individual actions are still important so we will continue to support residents to reduce their carbon footprint.
There should be a focus on immediate actions to be taken now	The council's approach should recognise the quick win that can happen now and act on them	OCCC, OR	We do not think it is a choice of either short term or long term, we need to do both. The Climate Change Strategy outlines a variety of actions for the short medium and long term.
Provide a detailed and specific timeline of actions, and measure findings	Need details of specific actions and timescales. Should also measure the impact of the decisions they are going to take.	OCCC	The strategy sets out the initial actions that the council will prioritise, as well as next steps in each of our areas of focus. The timeline for these actions, and the others that follow, will be developed following publication of the strategy and will be a key aspect of our ongoing reporting.
Ensure that the wording of the strategy is accessible	Make sure that the strategy is clear. It also needs to be accessible for those who do not have access to the internet.	OCCC	We have attempted to make the wording of the strategy as clear and accessible as possible, whilst maintaining the important detail such as our baselining data. However, we know that not all residents will be able to easily access this document. We will therefore develop a communications plan to ensure that what we say in the strategy is shared and will create resources to engage with residents about it.
Wording of the strategy should reflect the Council's ambition	The council should be leading work, rather than aligning itself with others. It should also use bolder language to reflect its ambitions, rather than suggesting it will 'investigate' or 'research' certain actions.	OCCC, PSG	The Climate Change Strategy's wording has been updated to represent accurately the ambition of the council where required.
Terminology needs to be clear and consistent in the strategy, particularly in relation to carbon neutrality	The strategy needs to be clear in its definitions, and give a definition of what carbon neutrality means in practice.	OCCC, PSG	The Climate Change Strategy has been updated to ensure that terminology is consistent throughout, particularly in relation to carbon neutrality. We have also added a glossary so that terms are clear.
Develop new funding methods for climate	New types of funds need to become available to ensure community led climate projects are	CC, ER, OR	The council has limited resources and needs to use them where they will have the greatest impact. Government funding is required to enable us to

projects and provide detail on them	effective.		reach our aims.
Divest from large carbon producing companies and partners	The council should divest from large organisations who use or produce fossil fuels, or deforest.	OCCC, ER	We are currently building on our successes to date and reducing our exposure to carbon in a planned and structured way that controls costs and maximises benefit.
Use or fund new technologies to monitor carbon production	Ensure that the council is investing in new ways to effectively monitor the amount of carbon we are producing	OIOC, ER, CC	We have undertaken carbon baselining as part of the Climate Change Strategy. We are working with London Councils to agree a cross-London approach to monitoring and measuring carbon.

Greener Buildings			
Feedback	Summary of Comments	Sources	Council Response
Use recycled or prefabricated building materials when building	Ensure that approved building material reflect the climate emergency, and that developers make greater use of recycled construction material.	OCCC, CC, PSG	The GLA has released draft guidance to support the London Plan adoption on Circular Economy Statements, which supports the vision for London to meet Circular Economy principles. Part of this assessment is identifying how building materials have been recycled and reused in the construction process for new development. Circular Economy principles are also applied to the construction and operation of new development more generally to meet these principles. The appropriateness of demolition, refurbishment and reuse of building materials is indicated in this assessment in conjunction with the Whole Life Cycle Carbon assessment. The early review of the New Southwark Plan will explore more stringent requirements for onsite carbon reduction, the reuse of materials, energy efficiency and more efficient heat and energy sources. All major development is required to be net carbon zero, except in exceptional circumstances where carbon offsetting financial contributions are made. The early review of the NSP policy P69 Energy will explore what this looks like for small sites and minor development, and how carbon emission reduction onsite can be achieved here.

Enforce developers to reduce emissions at construction stage of development	Ensure that construction emissions are counted as part of the emissions of a new development, and that construction projects mitigate against environmental damage from building.	CC, PSG	Whole-lifecycle carbon will be reviewed as part of the early review of the New Southwark Plan policy. The London Plan (2021) requires all major referable development to provide a Whole-Lifecycle Carbon Assessment, which will capture emissions throughout the lifetime of the proposal. This is reported on at pre-application, occupation and post-occupation stages.
Enforce stricter planning policies on developers, making sure they chose retrofitting before any other option	Ensure that developers fully consider retrofitting/refurbishment before any other options are considered.	OCCC, PSG	The council has to build new homes to keep up with significant demand. However where possible, it will prioritise refurbishment and retrofitting. The GLA has alongside the London Plan has published guidance on Whole Lifecycle Carbon Assessments and Circular Economy Principles which will be used to assess the reuse of materials and retrofit for major referable schemes to the GLA. The early review of New Southwark Plan will include a review of retrofitting and refurbishment policy to aid in the reduction of carbon emissions to address the climate emergency.
Retrofit housing stock to be more energy efficient	Increase the energy efficiency of existing council homes by retrofitting insulation and double glazing	PSG, ER	Decarbonising council housing is a key part of our Climate Change Strategy. We will Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties, i.e., those with EPC rating D or lower. The London Plan and the New Southwark Plan set energy efficiency standards for new development.
All buildings should provide renewable energy generation	The council should support renewable energy generation through solar panels, geothermal heat capture and other technologies.	OCCC, ER	As part of our Climate Change Strategy, the council will ensure renewable energy such as Solar PV is maximised in the borough, increasing the requirements for renewables in the Local Plan to scale with the projected increased demand for electricity. We will use policy to overcome potential barriers to installations of renewable energy technologies across the borough. For new developments, a key part of addressing and meeting the climate emergency is through clean and green energy generation. This is achieved predominately through Solar PV panels onsite for new development. Applicants are encouraged to utilise a range of other technologies to 'Be Green' and 'Be Clean' with regard to energy generation. The London Plan and New Southwark Plan in policy P69 Energy supports the generation of clean and green energy through the energy hierarchy. The early review of P69 Energy will explore further opportunities to support renewable energy generation for new development.
Fully make use of unused	Make use of empty office space	OCCC, ER,	As part of the council's commitment to building new housing, we are continually looking

spaces and buildings in the borough	following the pandemic for new housing, as well as disused space like old car parks and railway arches for biodiversity projects.	PSG	for opportunities to increase reuse of existing infrastructure. Office floorspace in certain locations in the Central Activities Zone and Town Centres are crucial to support a green and inclusive economy. Planning policy seeks to retain or increase employment floorspace unless it can be demonstrated there is no demand for the employment use, which should be demonstrated by a marketing exercise for two years. In the early review of the NSP, the planning policy team will be developing the Urban Greening Factor for the borough's neighbourhoods.
Work directly with private renters and enforce landlords to make private homes more efficient	Ensure that private landlords commit to energy efficiency in the homes that they own, and look to work directly with private tenants who may not be able to install carbon saving techniques whilst renting.	PSG	As part of our Climate Change Strategy, we will improve enforcement to capture non-compliance off energy efficiency standards, providing support to tenants. We will also investigate whether the minimum energy efficiency standards can be raised for private rented properties. The council's proposals for discretionary licensing in the private rented sector, which include conditions relating to improving energy efficiency and installing water saving devices in licensable properties, should come into effect in January 2022. The council will have a role in enforcing these conditions and working with private tenants where these conditions are not being met.
Ensure that the Council and developers use a whole life cycle analysis of buildings	Ensure that the council measures the environmental impact of a building 'from cradle-to-grave'	PSG, ER, CC	The early review of the New Southwark Plan policy will explore whole life cycle analysis for new development, alongside guidance released by the GLA on Whole Lifecycle Carbon Assessments for major referable development.
Set out a clear approach to carbon offsetting in development	Give more detail on how carbon offsetting will play into the approach to tackling the climate emergency.	OCCC	The council has established a carbon-offset fund for contributions from developers to meet carbon reduction targets 'off site'. The council recently increased the price of carbon per tonne in this scheme to £95. This money will be spent exclusively on carbon offsetting projects around the borough to achieve CO2 reduction savings. The Carbon Offsetting Tariff for new development will be reviewed in the early review of the New Southwark Plan policy P69 Energy to ensure greater carbon reductions onsite.
Make a clearer definition between retrofitting and new builds in the approach	Separate and set out specific policies for retrofitting and building new homes for clarity.	OCCC	Our Climate Change Strategy separates out actions for both retrofitting and new builds. The GLA has alongside the London Plan has published guidance on Whole Lifecycle Carbon Assessments and Circular Economy Principles which will be used to assess the reuse of materials and retrofit for major referable schemes to the GLA. The early review of the New Southwark Plan will include a review of retrofitting and refurbishment policy to aid in the

			reduction of carbon emissions to address the climate emergency.
Reclaim empty homes in the borough	Use the powers at the council's disposal to reclaim homes that sit empty in the borough.	OCCC	The council is committed to 'take action to reduce the number of empty homes in our borough, so more local people can move into them', as set out in the Borough Plan 2018-2022. In February 2021, the Empty Homes Action Plan went to Cabinet, and set out a series of recommendations to bring empty homes back in to use and increase the supply of homes for homeless households in Southwark. This included, but was not limited to, maximising use of empty homes designated for redevelopment and to explore offering enhanced grants tied to long-term leasing.
Ensure buildings are designed to be as sustainable as possible	Ensure that the council is as stringent as it possibly can be on the standards of buildings. This means enforcing Passivhaus and BREEAM standards where possible.	OCCC	The New Southwark Plan requires BREEAM excellent standards from specific types of development of a certain scale. The highest BREEAM standards possible are encouraged for new development. The early review of the New Southwark Plan will be looking in more detail at the Passivhaus principles and similar standards and how we can legislate to encourage its further uptake in Southwark.

Active Travel			
Feedback	Summary of Comments	Sources	Council Response
Use consolidation hubs as standard practice	Set up consolidation centres to reduce route duplication and integrate freight systems to reduce road traffic.	OCCC, CC, ER, PSG	The Climate Change Strategy sets out plans for large fleets operating in the borough, such as waste services, to optimise the journeys they take. We will work alongside the GLA to ensure companies with large fleets of freight/HGVs are efficient in their processes, including reviewing the planning permission of the location of distribution centres. We will also look at developing a small business grant for businesses who use carbon-neutral "last mile" deliveries and offer organisations with large fleets eco-driver training. We will continue to work with business and partners to look at new and innovate ways of consolidating deliveries and servicing, from consolidation to procurement.
Increase pedestrianised	Make it as easy as possible for	OCCC, CC	Since March 2019, the council have installed 100 new pedestrian crossings across

space, and make it more accessible, safe and green	people in the borough to walk rather than use petrol/diesel cars, by improving pavement space.		Southwark including 14 controlled (such as signal controlled crossings) and 86 uncontrolled (such as zebras, pedestrian islands etc.) We are looking to build on this by increasing pedestrian space in the borough by removing all obstructions and providing parklets, cycle stands and benches.
Work to improve cycling storage and accessibility	Increase the amount of secure cycle storage in the borough and make cycle paths safer and more accessible to increase active travel use.	CC, ER, PSG	The council will continue to support building and planning policies which encourage active travel, such as the provision of secure storage and drying rooms. We will continue to deliver cycle infrastructure in accordance with the London Cycle Design Guide and provide support to encourage people to start and continue to cycle. Southwark will help to fund new cycle hire sites.
Increase the accessibility of electric transport	Make the switch away from petrol/diesel vehicles as easy as possible for residents, with easily accessible charging points and electric public transport.	ER, PSG	In 2018, the council secured funding from the Go Ultra Low City Scheme to fund Electric vehicle charge point installations and have obtained funding every year since. The borough now has over 240 lamp column chargers and more are planned for the next financial year. The council are also currently helping with the proof of concept of wire-free charging that has potential applications within the borough. This technology is in its early stages but will increase access to electric vehicles. Southwark is also supporting the new London trial of e-scooters, which are the most sustainable electric vehicles with the lowest emissions.
Reduce the amount of petrol and diesel cars on the roads	Develop a clear plan on how to reduce car ownership and limit journeys by petrol and diesel vehicles on the road. This could be achieved through regulation of car ownership and road user charging.	OCCC, ER, ESC, PSG	The council is committed to reducing petrol and diesel cars on our roads. We will introduce emissions-based parking permits as part of review into permits on streets and estates. We will also continue to enforce restrictions on idling, introduce parking zones and road closures near schools during peak hours.
Close roads and use modal filters	Close roads and funnel traffic so that private car use becomes less easy and less comfortable	CC	The council has committed to preparing a Low Traffic Plan, to provide a clear structure of reducing motorised vehicles and their use in the borough. The council is also continuing to deliver car free school streets.
Decarbonise and extend public transport, making it accessible to all	Ensure that public transport is a decarbonised option for the public, and is as accessible as possible to all.	CC	We will encourage and collaborate with Transport for London to improve the connection of less well-connected areas of the borough to the public transport network. We will work with TfL to improve accessibility.
Reduce the amount of	Make it more difficult for the	OCCC, CC,	Measures are already in place that are designed to improve the safety for schoolchildren

people commuting and doing the school run	public to commute using a petrol/diesel vehicle, and take steps to reduce pollution around schools.	PSG	around schools. The measures are also designed to improve air quality by limiting car movements, and promote active travel. Since March 2019, 36 measures have been used outside schools including timed camera controlled closures. We will look to continue this work by increasing the amount of school street measures across the borough.
Work to reduce resident and business air travel	Do all that the council can to limit the amount of travel by air in the borough.	OCCC, CC	The council will work to promote reduction of flights and promote alternative means of transport through behaviour change campaigns. We will also look to share best practice with businesses to reduce air travel, and promote travel that does not involve flying, such as "slow" travel or cycling holidays.
Remove parking spaces, and free parking, from the borough	Enact a parking reduction strategy to make the public less likely to drive.	CC	As part of our Movement Plan, the council is looking to introduce a borough wide Controlled Parking Zone, which will reduce free parking spaces in the borough. In our Climate Change Strategy, further measures are laid out to reduce parking.
Adopt 5 or 15 minute cities as a planning method	Review whether a 5 or 15-minute cities approach can be taken within communities in Southwark, such as Walworth.	OCCC	A 15-minute neighbourhood provides residents with access to most, if not all, of their day-to-day needs within a short walk or bike ride from their home. The concept seeks to improve air quality, as well as make neighbourhoods safer, more diverse, inclusive and economically vibrant. Southwark continues to support programmes to reduce car dependency by improving the public realm so that most of a person's daily needs are located within a walking distance of 15 minutes from their home. This is supported in policy through the draft New Southwark Plan and the Movement Plan (2019). An example of how this is assessed is using TfL Healthy Streets and Active travel Zone Assessments where planning applications in London must show how they encourage higher levels of walking and cycling to support greater social inclusion, community cohesion and healthier communities. The New Southwark Plan includes additional policies to promote walking, cycling and public transport to ensure greater connectivity and accessibility for all residents.

Thriving Natural Environment

Feedback	Summary of comments	Sources	Council Response
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Adapt the way we prune and mow in our green spaces	Mow less and designate more areas as 'no cut'	OCCC, ER	As part of our park management we will review our approach to mowing and pruning, particularly in our parks, and identify opportunities to create new habitats by allowing plants to grow. We will also look at relaxed and less frequent mowing and engage with stakeholders to agree changes to site management on a site-by-site basis.
Ensure developers use methods that protect biodiversity and green space as standard practice	Put restrictions in place that ensure that developers protect green space and enhance biodiversity on new schemes. This must be embedded in the planning process.	OCCC, ER, CC	The New Southwark Plan includes P56 Open Space and P58 Biodiversity, both of which set out the need and requirement to protect open space and biodiversity except in exceptional circumstances. With these policies as a guide, the council will do all it can to protect existing green space and encourage greater biodiversity in new schemes.
More jobs/volunteering/activities related to protecting our biodiversity	The council should provide more opportunities for the public to learn about biodiversity through jobs, volunteering and community activities	CC, ER	The council has a volunteering strategy. When this strategy is next renewed, we will ensure that these ideas and climate change related volunteering is part of that process. We offer regular volunteering opportunities through London Wildlife Trust, The Conservation Volunteers Bankside Open Spaces Trust and Hands On London.
Protect and install habitats and safe passages for wildlife in our borough	Ensure that green spaces and habitats are connected, and that wildlife has a safe place to live in the borough	OCCC, ER	The council will identify potential green corridors between key green spaces and Sites of Importance for Nature Conservation as part of the Climate Change Strategy. Our Nature Action Plan already commits to installing habitat features such as nest and bat boxes, and creating new natural habitat where applicable.
Remove the use of pesticides in the borough, and consult experts when removing 'pests'	Pesticides have a damaging impact on the environment, and the council should reduce or completely stop using these chemical products.	OCCC, ER, PSG	The council will look at alternative ways to clean public spaces and manage intrusive species. Where possible, we will prioritise the use of non-pesticide methods.
Develop our approach to tree planting and increase resident involvement in tree planting	Ensure that residents are involved in creating new trees, and do all the council can to protect trees and increase tree cover	OCCC, ER, PSG	The council has recently committed to planting 10,000 new trees and will encourage even more tree planting through grants and schemes that work directly with residents. Our tree strategy looks at the suitability and type of tree before planting, and we will continue to ensure this is prioritised.
Work with schools to improve and learn about	It is crucial that young people take an active role in protecting our green spaces, so the council	OCCC, ER	We will continue to work with our schools on tackling the climate emergency by building green walls, allotments and air quality filters on site. The Climate Change Strategy sets out our commitment to work with young

green spaces	should ensure they collaborate with schools.		people, which will include working with schools. Our priority is to 'green the grey' in school grounds.
Work to improve biodiversity specifically on estates	Enhance the biodiversity and food-growing opportunities on housing estates, and ensure that estate shared spaces are protected.	OCCC	The council are already working to develop our estates in line with our climate targets, with, for example the new allotment expansion guarantee.
Create climate competitions between residents to reward behaviour change	Use competitions to instigate behaviour change and reward best practise.	OCCC, ER	There will be a range of approaches we take to encourage behaviour change. We will develop a communications and engagement plan and consider a variety of approaches to deliver this.
Ensure green space is provided for all	Make sure that green space is not just a privilege for more wealthy residents, and that is protected for low-income neighbourhoods.	OCCC, ER	As part of our commitments around protecting existing green space and ensuring that developers enhance our biodiversity, the council will work to ensure that all residents have easy access to green space. The New Southwark Plan protects many open spaces for all.
Provide more facilities at parks	There should be more amenities in parks to make them more hospitable, including better recycling facilities with more frequent collection times.	OCCC, ER	Our Parks team continues to develop and enhance our parks with additional seating, accessible toilets and exercise equipment. Since the beginning of the pandemic, we have all used our local parks more. Our Parks team will continue to look after our parks in a way that increases usage.
Ban tarmacking of front gardens and other impermeable surfaces	Reduce the number of front gardens being turned into concrete driveways and remove impermeable hard surfaces like car parks.	OCCC, ER	The council's ability to make adaptations to private property, such as front gardens, is limited. However, the council will look at creating new green space as part of our Nature Action Plan, replacing unused impermeable spaces such as car parks in the borough where appropriate.
Develop a support scheme to help community groups take action on protecting biodiversity	Create a scheme that provides advice, training and funding to community groups looking to take action on protecting local biodiversity.	OCCC, PSG	The council has a range of schemes in place to support the community including Cleaner Greener Safer, which encourages the community to support green programmes. We will continue to explore opportunities to enhance these in the future. The Southwark Nature Action Plan sets out how the community can take action on biodiversity.
Protect existing green space	Commit to protecting existing green space, including local species of flora and fauna.	OCCC	Existing green space is protected through the Southwark Plan. There are 64 Sites of Importance of Nature Conservation (SINC) in Southwark and another 17 SINC sites proposed in the New Southwark Plan. Protecting SINC sites protects the habitats within them including the flora and fauna.

A Circular Economy with Green Jobs

Feedback	Summary	Sources	Response
Make it easier to compost and use food waste in high rise buildings	Every building should have access or improved access to composting, and food waste collection should be available to all residents.	OCCC, CC	There are challenges to collecting food waste from high rise buildings, but we are always looking at ways to improve waste collection. We are currently trialling food waste collections to around 15,000 high rise properties. We will review this and see what steps we can then take. Southwark residents can buy a home compost bin at a reduced cost from the reuse and recycling centre or by arranging a home delivery through Get Composting. Community groups, schools, places of worship or similar can obtain up to two free compost bins, which you can collect from the reuse and recycling centre.
Provide more communal recycling/compost points or repurpose waste on site	Introduce more communal recycling points to make recycling and composting more accessible. Use composted materials in the local area, such as on allotments.	OCCC, CC	The council wants to ensure that recycling is easy and convenient for every resident. It will continue to work with the Housing Service, Residential Social Landlords and managing agents to identify suitable locations for installation of additional communal recycling banks.
Create local provision sharing centres i.e 'library of things'	Introduce a library of things or similar community sharing projects, such as community tool sheds.	OCCC, CC	Southwark Council is currently investigating the installation of a Library of Things in one of our public buildings, and will look to expand this programme for community tool sheds and community fridges as part of our climate emergency approach.
Provide a comprehensive approach to healthy and sustainable food	Promote food growing, comprehensive food education, and low-carbon cooking	CC	Our Fairer Food Southwark Programme looks to tackle food insecurity in the borough as well as promoting awareness and education about sustainable food including reduction of carbon in food supply chains. We will continue to promote healthy, sustainable food as part of our public health approach, as well as continuing allotment development and organising food waste campaigns using community growing projects and education in schools.
A greater range of	Recycling centres need to be more accessible, and allow for a wider	OCCC	We will continue to target high-carbon impact waste types for recycling including waste electrical and textiles, and look at expanding the materials that can be recycled where

recycling options	range of materials such as metal.		possible. A national deposit return scheme is to be implemented in 2024, and there is unlikely to be scope to implement a freestanding scheme prior to this.
Promote community sharing and fixing	Encourage people to sell or swap furniture rather than throwing it out, and promote community sharing and fixing schemes such as swap shops and skill shares.	OCCC	We will look at running behaviour change campaigns on reducing consumption, whilst also stamping out fly tipping. We will investigate the best practise elsewhere on community sharing projects, as well as installing Library of Things in the borough.
Support local businesses to make sustainable choices without unfairly impacting their incomes	Look at methods to support local businesses reducing waste, both through financial and resource-based support.	OCCC	The council is reviewing its approach to business support in line with the Climate Change Strategy, including the potential for supporting local businesses to reduce their emissions and waste. Options that will be explored further include financial support for businesses to reduce their waste and emissions.
Review approach to removing meat and dairy from diets	Review the strategy's current wording on Meat Free Monday, and review what can be done to help residents reduce meat and dairy consumption from diets where appropriate.	OCCC	The council has reviewed the wording around Meat Free Monday in the Climate Change Strategy. As part of our strategy, we will take steps to encourage more sustainable food consumption.
Ensure businesses reduce plastic, and help get residents to use reusable bags	Award businesses who shift away from plastic use, and campaign for larger companies to reduce plastic.	OCCC, CC	The council is committed to reducing single use plastic in the borough. We will work with businesses to encourage them to reduce their plastic usage.
Add more detail on the Council's approach to water use and drainage	More information is needed on how water will be managed, as it becomes a more scarce resource. Sustainable drainage is also required to support biodiversity and reduce flood damage	OCCC, CC	The New Southwark Plan has just been Examined in Public, and is in the process of being adopted. Policy P66 Reducing Water Use sets out how new development should reduce and manage water usage. Policy P67 Reducing Flood Risk focuses on interventions to prevent surface water flooding in new development. We will continue to review relevant policies that relate to the water cycle and usage in the early review of the New Southwark Plan, and work closely with partners such as Thames Water.
Support sustainable local supply chains	Support local supply chains through funding for innovative	OCCC, ER, PSG	As part of our approach to a green new deal and community wealth-building, we will support the development of local low-emissions supply chains through business support,

	local solutions, like cargo bikes and local food supply.		funding innovation in our local high street and town centre economies and best practice in our own procurement.
Procure sustainably, particularly street furniture	When buying furniture and equipment in the borough, ensure the council is using sustainable products such as wood and natural fibres. Install more water fountains and reduce paper use in-house.	OCCC	As part of the wider approach to tackling the climate emergency, the council will be reviewing its procurement approach to ensure that it uses local supply chain and sustainable materials where possible. On water fountains, the council is currently on track to increase the number of water fountains within Southwark to a total of 50 by 2021-22.
Use licensing powers to reduce advertising for carbon heavy products or services	Ban advertising on high carbon products, such as fossil fuel companies and airlines.	OCCC	The council already bans various adverts on council owned sites. We keep this policy under regular review and will see what more can be done regarding carbon heavy products.

Renewable Energy			
Feedback	Summary of comments	Sources	Council Response
Support and develop community energy programmes	Support community owned renewable energy projects, such as Brixton Energy	CC, ESC	Community-led renewable energy programmes are a valuable tool in reducing fuel poverty and tackling energy demand. We will explore the feasibility of community renewable technology projects, such as through the co-operative ownership model, to understand if these can help tackle issues associated with fuel poverty.
Make it as easy as possible for people to reduce their energy emissions from home	Provide ways that make it easier for residents with fewer resources to reduce their energy emissions and energy bills.	OCCC, ER	The Climate Change Strategy sets out our commitment to helping people to reduce energy consumption.
Oversee the move to 100% renewable energy heating	The council should provide alternatives to gas boilers by leading a renewable energy generation strategy for the borough	OCCC, ER, PSG	As part of our Climate Change Strategy, the Council will need to significantly improve local renewable energy infrastructure and do all it can to move away from gas boilers by 2030. This will require a large scale retrofitting project as well as stringent requirements on new developments on renewable energy heating. Retrofitting our significant housing stock will require considerable additional financial resource from national government, and further technological development of renewable energy techniques such as heat pumps.

Think about ways we can create energy from our environment	Explore ways we can generate energy from the river Thames, through aquifers, and large energy hubs such as London Bridge station.	OCCC	The council recognises that we need to find alternative ways to produce renewable energy. We will work closely with the GLA and other boroughs to find alternative renewable energy sources.
Use climate friendly lighting where possible	We need to retrofit LED lighting in the borough.	OCCC	The council is rolling out LED lighting throughout the borough, on our streets and our council owned buildings. Additionally, All future Emergency Lighting installations will be LED. The council will continue to promote and install LED lighting where required.
Ensure developers enforce stringent energy standards	Developers should be required to meet energy requirements, such as BREEAM “excellent” or above.	OCCC	The New Southwark Plan aims to reach the statutory net carbon zero target for 2050, and aligns with the Adopted London Plan 2021. An early review of policy will be conducted to ensure the New Southwark Plan policy meets emerging carbon targets including the 2030 declaration. Policy P68 Sustainability Standards requires development over certain thresholds to meet BREEAM excellent standards. The London Plan (2021) has set out targets for energy efficiency and onsite carbon reduction for major development. The early review of the New Southwark Plan will further explore stronger targets for all development to be energy efficiency and adopt and mitigate against climate change.
Provide public information on saving energy	Ensure that best practice is available when it comes to heating a house, or being generally more energy efficient.	OCCC	The council will work with community groups such as TRAs to provide information on how best to save energy and make your home as energy efficient as possible.
Partner with an energy company to provide more sustainable energy	Facilitate a joint procurement of a renewable energy provider, or look at collaborating with green energy companies on specialist projects.	OCCC	The council is open to partnerships with energy companies if clear benefits for residents can be evidenced. We will explore the opportunities available working in partnership with energy companies. The council purchases power through the Laser framework. Laser is looking into securing Power Purchase Agreements (PPA’s) within the framework agreement as options for electricity supplies. These will be with locally sourced producers/suppliers of 100% renewable electricity.

Other Feedback

In addition to the feedback we received in the themes and overall approach, the council also receive other comments which we have also considered.

The Council should adopt WHO standards for air pollution standards	This would need to be adopted across London rather than just at a local level.
Rather than identifying individual building elements and certain interventions, we would advocate stepping back and looking at five key areas when designing new or retrofitting buildings: operational energy, embodied carbon, the future of heat, demand response, and data disclosure Introduce policies to prioritise brownfield site selection and sustainable remediation of any site pollution. Integrate aims for biodiversity, sustainable land use, improved ecological value and habitats Buildings in Conservation Areas. We have longed wanted to do more to use renewables in Sutherland Square but this is difficult with existing regulations. It would be good to consider how appropriate development of renewables can be enabled in conservation areas and for listed buildings. New houses shouldn't be built with a single small solar panel to meet a minimum requirement, but instead with the correct number to make best use of the roof and provide as much energy to the house as possible. The Council should consult and promote best practices on this rather than merely a minimum requirement. Prevent the construction of new carbon-producing plants/ factories/ industries within the borough.	We are updating the New Southwark Plan to ensure that our planning helps us deliver our ambition to be carbon neutral by 2030. All such planning matters will be considered during this process.
Take advantage of economies of scale by offering a full green retrofit to whole rows of old mixed tenure terraced housing. Homeowners would pay or get grants, Council tenants and HA tenants would have the work done for free.	As part of our Climate Change Strategy, we are considering what steps need to be taken to improve retrofit. We will develop and deliver this programme over the period of the Climate Change Strategy.
GDP as a measure of the country's success and progress drives hyper-consumption and climate change. We need to find a new measure of the quality of life. Money towards tackling deforestation or planting mangroves or preserving peat bogs we could have a much greater impact	This is outside the remit of this strategy.
Lobby with the government to prevent firms like Amazon to destroy returned or	The council needs to consider where to focus its limited resources to have the

unsold items instead of selling/donating them. Council should work with car insurance companies, lower use of vehicles lower premium rates	greatest impact. This includes considering where the council has a particular expertise or value that could influence change. We do not think this is an area that we should prioritise but are supportive of others who want to campaign on this issue.
Consider a policy on 'Coffee' (takeaway) cups.	The strategy considers consumption and how we reduce the use of single use items.
Southwark should make a commitment that none of our plastic will be shipped overseas for so-called recycling that turns out to be dumping or burning.	Dumping and burning of waste overseas generally arises from unlawful activity by smaller operators in the waste sector seeking cheap disposal routes – not by activities of Waste Collection authorities.
I'm not sure about the gas boiler replacements with sustainable alternatives - I'd like this to happen but I want this to be realistic for citizens and government. Expense-wise and for their ease.	We need to move away from gas if we are to reach carbon neutral. At the moment this is not an option for many people, so we need to find ways to make it accessible.
We have reservations about extending the incinerator to extend the heat network as burning materials runs counter to wider sustainability issues including air quality and circular economy principles.	SELCHP provides heat and power from waste that would otherwise go to landfill. It is not carbon neutral, but it does hugely reduce our carbon emissions.
Hydrogen is unlikely to be a viable technology and heat pumps need to be promoted to the general public.	We need to consider all options. Our strategy explains how we will always consider new technologies as we learn and as they advance. It would be wrong to set a full programme now, when options may become available over ten years to help us reach carbon neutral faster.
With the LED retrofit - ensure all discarded materials are RECYCLED not incinerated	We have a full recycling scheme in place for materials discarded from our LED retrofit.
Wood burning stoves / open fires should be banned in cities	There are already strict controls over what can be burnt in the city. We will continue to work with the Mayor of London to improve these regulations.
Ensure that car clubs operate ultra low emission vehicles as a minimum and an increasing share of electric or other zero exhaust emission technologies.	We currently have over 115 car club bays on street and have plans to introduce more as demand grows. It is our ambition to ensure that there is a car club bay within five to ten minutes' walk of each of household, and research has shown that just one car club vehicle can reduce as many as 20 private cars off the road. This has a significant impact on reducing carbon and improving air quality. We will work with Zipcar (our club car contact) to explore the possibility of using ultra low

	emission vehicles and electric cars in these schemes.
Work with manufacturers at a national level to change design of products, reimagining products.	The council needs to consider where to focus its limited resources to have the greatest impact. This includes considering where the council has a particular expertise or value that could influence change. We do not think this is an area that we should prioritise but are supportive of others who want to campaign on this issue. The council is working with the London College of Communication programme on service design to work with students to innovate new design ideas that could be used in Southwark.

National Actions

As part of our consultation feedback, we also received responses that emphasises actions at a national level. The council will review where it can have the most influence with government and where lobbying government will help it deliver the actions set out in its strategy. Through the lifetime of this plan we will review this and make changes as necessary. Below is the feedback we received about national action. Inclusion does not imply that the council accepts the suggestion made, but all of these areas will be considered in relation to how they help deliver the actions set out in the strategy.

A Thriving Natural Environment	• Set a national tree planting targets • More areas of the country to be rewilded • Central government to provide more funding for parks and their maintenance • Incorporate 'natural capital' in national accounts • Increase in designated areas across the country, including nature reserves, Sites of Scientific Interest, rivers, and woodlands. • National protection of parks and green spaces to stop development • Stronger protection of existing designated areas, especially ancient woodlands. • Support farmers to move to low-carbon farming practice by changing farming subsidies and providing grants or rewards for creating wilderness areas. • Create tax incentives for large landowners to take measures, which increase biodiversity on their land. • Dedicate more time to natural history and ecology on the school curriculum • Take national action to remove invasive species from green spaces. • Create a national tree planting month; perhaps aligned to National Tree Week, but starting earlier in November.
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Greener Buildings	• Remove barriers to planning permission and investment in buildings which use alternative construction techniques should be lowered, such as with self build eco houses • Have more stringent standards on new buildings in particular, rather than the refurbishment of existing buildings • Higher taxes on unsustainable construction methods, and additional revenue generated redistributed to the local community or in environmentally friendly initiatives. • Investment should be made into rolling out a national insulation scheme which would apply to new and existing buildings. • VAT should be removed for refurbishment projects in order to encourage stakeholders to reuse and improve existing buildings instead of constructing new ones. • A life cycle analysis approach should be used to reduce the environmental impacts of building and construction • Increase government grants and funding for: energy-efficient heating and cooling for buildings. • Impose policies for new-builds to incorporate water efficient fittings, motion sensors for lights, electric chargers for bicycles and cars within residential developments, solar-powered water heaters, on-site water recycling through rain, grey and black water harvesting, passive design to optimize solar energy for heating, energy-efficient dishwashers, refrigerators, etc. • The VAT exemption on new builds encourages demolishing buildings and starting anew. We need to change this to encourage repurposing and reuse in order to reduce waste.
Active Travel	• Cease plans for the High Speed Two railway • Shift investments in cars to cycling and walking to redress this imbalance • More frequent services, more and better trains, an extended network, and improvements to regional train networks. • More regular bus transport to train stations • Make multi-method travel more feasible on long journeys • Improve the nationwide cycle route network • Providing free bikes in urban areas • Increase funding to develop a national network of standardised charging points, or direct funding to local authorities to install their own charging points • Introduce more low-carbon infrastructure such as electric trams and light rails • Stop any subsidies or bailouts for airlines and curtailing plans to build or expand airports • Increase congestion charges and zones • Have higher taxes for polluting vehicles or road tax • Develop national petrol/diesel car scrappage scheme • Promote and subsidise car-sharing schemes • Create an air mile allowance for businesses and individuals • Subsidise public transport fares more heavily • Ensure free transport passes for different groups, including older people, children, and people with disabilities. • Put cycling on the school curriculum • Bring forward the ban on diesel and petrol vehicle sales to 2025 or 2030

	• Introduce a stricter limit on carbon emissions per kilometre for all cars • “Free Fridays” on public transport • TfL to extend the ULEZ to all 33 London boroughs • Base vehicle tax on mileage and fuel consumption. • Tougher enforcement of speed limits and Advance Stop Lines. • Reduce low flying aircraft at night • Make it illegal to own a private vehicle unless you can show that you drive more than 20 hours per week for work or otherwise need the vehicle to make a living (eg work trucks) • Far greater control of speeding & anti-social driving
Renewable Energy	• Legislation should be passed requiring every roof to be covered with solar panels, or windows to include solar films. • Tariffs and grants can be used to encourage people to install solar panels on existing buildings • Tax cuts for buildings that meet nationally recognised energy efficiency standards such as LEED or BREEAM. • The law should be amended so that it becomes illegal for buildings to not meet certain energy efficiency standards. • Mass adoption would not happen unless individuals are incentivised to switch to green energy suppliers. • New standards for how efficient electronics should be and ensuring that new and existing homes are adequately insulated. • Rental properties should be required to meet a higher insulation standard than they are now.
A Circular Economy with Green Jobs	• Ban or tax on single use plastic and other non-recyclable materials. • Invest further in recycling to standardise the industry nationwide and avoid the need to send waste abroad. • Deposit return schemes for plastic and glass bottles • Food waste collection or composting to be available for all. • Awareness campaigns and incentives to persuade the public to repair items instead of throwing them away • Businesses to receive incentives from the government if they reduce waste and reduced investment or increased taxation if they fail to reduce waste or encourage consumption. • Legislate to encourage supermarkets and restaurants to donate unused food instead of throwing it away • Support local food production to counter the carbon footprint of importing food from abroad. • Government should promote vegan and vegetarian diets through taxation on meat and dairy products and the subsidisation of plant-based food to make it more affordable for all. • All packaging for products from supermarkets should be recyclable • Tax animal products • Tax breaks for businesses that are part of sharing economy / fixing / refurbishing things, eg electronics repair, tool hire • Put a tax on cheaply made goods to pay for early disposal costs and cost to the planet. • Trial a 4-day week to reduce carbon footprint - see research by Autonomy • You do not have power over market forces. Eg local co-op 2 corncobs £1.60. Tesco 67p. Take out this dream. It's up to supermarkets to cut

	the plastic wrapping and maybe government.
Finance	• Financial pressure should be applied to the fossil fuel industry by removing any current monetary support for fossil fuels in the form of subsidies and investment. • Taxes or penalties should be imposed on companies that directly generate energy from fossil fuels, and even companies that support the industry. • Property speculation should be regulated through taxations • A carbon fee and dividend policy should be the highest priority nationwide.



APPENDIX D

Tackling the Climate Emergency Together: Equality Impact Assessment

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Tackling the Climate Emergency Together
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Equality analysis author		Tom Taylor			
Strategic Director:		Caroline Bruce			
Department		Environment and Leisure	Division	Climate Change	
Period analysis undertaken		May 2021			
Date of review (if applicable)		N/A			
Sign-off	Chris Page	Position	Climate Change Director	Date	1 July 2021

Section 2: Brief description of policy/decision/business plan**1.1 Brief description of policy/decision/business plan**

Manmade climate change is already having an impact across the world, there is overwhelming evidence that the planet continues to heat which threatens all who inhabit it. This threat is not even, and it is the poorest and most vulnerable who are most threatened. The effects can already be seen in Southwark with more extreme weather, greater flood risk and an impact on health of our residents. Carbon wherever it is produced in the world is contributing to this crisis and so every part of the world needs to play its part.

That is why Southwark Council has declared a climate emergency and committed to do everything it can to make the borough carbon neutral by 2030. Our climate change strategy sets out our approach, principles, partnerships and governance for tackling the climate emergency going forward.

The strategy will provide the required actions to reach carbon neutrality by 2030. To manage to constantly changing nature of the climate emergency, we have insured that our approach is iterative, with our strategy able to evolve as we move forward. This also

allows for continual long-term engagement with our communities. We will continue to have regard to the public sector equality duty throughout that ongoing iterative process.

Alongside other London Boroughs, we also demand urgent action now from government to retrofit London, invest in low carbon development, halve petrol and diesel road journeys, secure 100% renewable energy for London, reduce emissions from consumption and build a green economy. Our approach makes it clear that the council cannot achieve its climate emergency targets alone, and will need considerable buy-in from a variety of stakeholders.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	This strategy is expected to impact every resident of the borough in numerous ways. The strategy is expected to lead to policy changes in wide ranging areas including transport, housing and business. The strategy recognises that although the impacts of the climate emergency will be felt by all, it will be felt by particular groups more significantly.
Key stakeholders were/are involved in this policy/decision/business plan	The council published a draft strategy in July 2020. Since then has undertaken comprehensive public engagement including with stakeholder groups, online engagement, a climate conference, pop up events in parks and online consultation. The council commissioned a social engagement company to carry this out to ensure a breadth of engagement. The strategy sets out that once implemented, we will establish a citizens' jury which will be made up of a representative group of residents to do further scrutiny on the strategy.

Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds)
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Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The climate change strategy has a positive impact on the protected characteristic of age in relation to eliminating discrimination, harassment and victimisation. This is primarily achieved through ensuring that the age groups that are unequally affected by the impacts of climate change are provided with a meaningful and tangible involvement in the delivery of the strategy. Younger people are adversely affected by climate change because they will feel the heightened effects of future climate change alongside the current impacts. They are also less likely to be in positions of decision making in relation to the climate, such as in government on policy development. A potential negative impact of the climate change strategy would be if it failed to fully engage with younger people. During our engagement on developing the strategy, we sought the views of young people via our young advisers. We made sure that engaging with young people was a specific priority of our approach, as detailed in our 'engaging with diverse voices' section of the strategy. Education, working closely with our schools and universities, will also be a key component of the delivery of the strategy. Going forward, young people will have a role in delivering our strategy as part of our citizens' juries. We will require our citizens' juries partner to recruit an age range representative of the borough, and bring in specific actions to ensure young people are meaningfully involved throughout the process. To deliver this, we are proposing that officers develop a range of toolkits and resources, which we can use to engage with residents, businesses and organisations. This includes producing material which is accessible to younger residents, those with learning difficulties or where English is not a first language.	The climate change strategy has positive health impacts on the protected characteristic of age in working to tackle the impacts of climate change that adversely affect specific age groups. These age groups are younger people (0 to 18 years) and older people (65 years or older). Researchers at Queen Mary University found that in the UK children were exposed to higher levels of pollution, particularly while walking to school and on the playground, and that the effects of this pollution were more serious on children than on adults. Evidence suggests that exposure to air pollution at a young age can hinder lung growth, inhibit brain development and increase the risk of conditions such as asthma. Alongside this, air pollution has shown to disproportionately affect people with existing heart or respiratory conditions, who are more likely to be older than average. As well as air pollution, heat stress may affect older people more than others. Some people aged 65 years and over may be at increased risk of heat-related illnesses. The evidence suggests that vulnerable groups, such as the very young, elderly and those with health issues are more affected by the climate. Older and younger people are also less likely to have the resource to make adaptations due to extremes of weather. The climate change strategy looks to directly combat poor air quality by prioritising the reduction of motor vehicles in the borough and finding more carbon efficient modes of travel. This will have a long term positive impact on these age groups.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The climate change strategy has a neutral impact on the protected characteristic of disability in relation to eliminating discrimination, harassment and victimisation. The strategy sets out to input views and expertise from across our community and we expect disabled people to be a part of this wider engagement process. This includes as part of our Citizens' Juries, and iterative refreshes to the strategy. However, the strategy recognises that the climate emergency disproportionately affects disabled people and priorities coming out of the strategy must consider this. For example, the strategy promotes sustainable travel with petrol and diesel free roads. The impact of this priority on disabled people will depend on additional actions taken to ensure public transport is accessible and readily available for those with disabilities. Similarly, the strategy also prioritises the repurposing of existing buildings that are no longer fit for purpose or need modernising. To ensure no negative impacts on disabled people arise from this, additional actions must be taken to ensure repurposed buildings maintain an adequate level of accessibility.	The development of the climate change strategy has positive health impacts on the protected characteristic of disability in working to tackle the impacts of climate change that adversely affect disabled people. According to the UN environmental programme, compromised health makes disabled people more vulnerable to extreme climate events, ecosystem services loss, or infectious diseases. In a climate emergency disabled people may be more vulnerable to contracting infectious diseases because of underlying conditions, which often don't allow them to move and to independently access water and sanitation. For example, Hurricane Katrina was found to disproportionately impact 155,000 people with disabilities ranging from visual and physical impairments to learning disabilities. Those with disabilities are also more likely to have difficulties during required evacuations or migrations. In devastating events like hurricanes, floods and cyclones, disabled people, because of limited mobility or impaired senses, might have difficulty evacuating. With extreme weather events and disasters set to increase in a warming climate, more needs to be done to plan for and protect the most vulnerable in our societies. By emphasising and acting upon the climate emergency locally and cohesively in Southwark, the climate change strategy is attempting to decrease the rate in which extreme weather events and disasters occur. Additionally, the strategy recognises the need for an adaption strategy. This will focus on mitigation against factors that adversely impact disabled people.

Gender reassignment – The process of transitioning from one gender to another	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The climate change strategy has a neutral impact on the protected characteristic of gender reassignment in relation to eliminating discrimination, harassment and victimisation. The strategy sets out to input views and expertise from across our community and we expect people in the process of transitioning from one gender to another to be a part of this wider engagement process. This includes as part of our Citizens' Juries, and iterative refreshes to the strategy.	The climate change strategy has neutral health impacts on the protected characteristic of gender reassignment. The strategy does not put forward actions of policies that specifically reference or primarily respond to issues relating to people in the process of transitioning from one gender to another.

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The climate change strategy has a neutral impact on the protected characteristic of marriage and civil partnership in relation to eliminating discrimination, harassment and victimisation. The strategy sets out to input views and expertise from across our community and we expect people from all relationship statuses to be a part of this wider engagement process. This includes as part of our Citizens' Juries, and iterative refreshes to the strategy.	The development of the climate change strategy has neutral health impacts on the protected characteristic of marriage and civil partnership. The strategy does not put forward actions of policies that specifically reference or primarily respond to issues relating to relationship statuses.

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The development of a climate change strategy has a neutral impact on the protected characteristic of pregnancy in	The climate change strategy has positive health impacts on the protected characteristic of pregnancy and maternity in

relation to eliminating discrimination, harassment and victimisation. The development of the strategy sets out to input views and expertise from across our community and we expect people from all relationship statuses to be a part of this wider engagement process. This includes as part of our Citizens' Juries, and iterative refreshes to the strategy.	working to tackle the impacts of climate change that adversely affect pregnant people. Evidence shows that air pollution and heat exposure can have a significant impact on pregnancies. The Journal of the American Medical Association identified 57 studies since 2007 showing a significant association between the both these factors and the risk of pre-term birth, low birth weight and stillbirth. The review analysed 32m births tracked across 68 studies. Of those, 84% found air pollution and heat to be risk factors. The climate change strategy makes it clear that reducing air pollution is a key priority as part of our approach.
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Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others Potential impacts (positive and negative) of proposed policy/decision/business plan Potential health impacts (positive and negative)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The climate change strategy has a positive impact on the protected characteristic of race in relation to eliminating discrimination, harassment and victimisation. The strategy recognises that racial groups are unequally affected by the impacts of climate change. The strategy highlights our commitment to continue to meaningfully engage with people in all ethnic groups and that we will take steps to improve empowerment in the borough so that all residents have the tools and abilities to make positive changes and be part of the climate change work. Southwark is proud of its diverse community and significant BAME population. According to the 2011 census (the latest detailed figures available), 16.4% of the borough in Black African, 6.2% Black Caribbean and almost 3% Chinese. The borough is also home to many other BAME residents, including those from countries as widespread as India, Pakistan, Columbia and Iraq. During our initial engagement on the climate change strategy, we took specific steps to mitigate against unrepresentative engagement in terms of racial groups. We	The climate change strategy has positive health impacts on the protected characteristic of race in working to tackle the impacts of climate change that adversely affect specific racial groups. It also recognises that different responses are required for different communities and specific actions needs to be taken with this in mind. It is well documented that the global south is disproportionately affected by climate change. The risk of floods, landslides and other natural disasters is much higher in countries with hot climates such as in the global south, and this has been exacerbated by man-made climate change. The impact of these disasters can sometimes significantly impact economies and lead to people needing to immigrate to places like Southwark. It is important to recognise that the impact of global natural disasters is very much felt within our communities, and we must listen, learn and partner this experience with our actions in the borough. By acting to make Southwark carbon neutral, the strategy is attempting to tackle

worked with specific groups, such as the Somali Integration & Development Association, and ensured that public engagement (such as our HelloLamppost campaign) was easily accessible to multi-ethnic communities. Going forward, we will require our citizens' juries partner to recruit a jury membership that is racially representative of the borough, and bring in specific actions to ensure racial groups are meaningfully involved throughout the process. We are proposing that officers develop a range of toolkits and resources, which we can use to engage with residents, businesses and organisations. This includes producing material which is accessible to residents whose first language is not English.	some of the local causes to the global issues that disproportionately effect people from the global south. Additionally, the strategy recognises the need for an adaption strategy, which will work directly with those most affected by natural disasters to learn how we can best adapt Southwark in the face of a changing climate.
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Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The development of a climate change strategy has a neutral impact on the protected characteristic of religion and belief in relation to eliminating discrimination, harassment and victimisation. The development of the strategy sets out to input views and expertise from across our community and we expect people from all religious backgrounds to be a part of this wider engagement process. This includes as part of our Citizens' Juries, and iterative refreshes to the strategy.	The development of the climate change strategy has neutral health impacts on the protected characteristic of religion and belief. The strategy does not put forward actions of policies that specifically reference or primarily respond to issues relating to religion and belief.

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The development of a climate change strategy has a neutral impact on the protected characteristic of sex in relation to eliminating discrimination, harassment and	The development of the climate change strategy has neutral health impacts on the protected characteristic of sex. The strategy does not put forward actions of

victimisation. The development of the strategy sets out to input views and expertise from across our community and we expect men and women to be a part of this wider engagement process. This includes as part of our Citizens' Juries, and iterative refreshes to the strategy.	policies that specifically reference or primarily respond to issues relating to sex.
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Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The development of a climate change strategy has a neutral impact on the protected characteristic of sexual orientation in relation to eliminating discrimination, harassment and victimisation. The development of the strategy sets out to input views and expertise from across our community and we expect people of different sexual orientations to be a part of this wider engagement process.	The development of the climate change strategy has neutral health impacts on the protected characteristic of sexual orientation. The strategy does not put forward actions of policies that specifically reference or primarily respond to issues relating to sexual orientation.

Socio-economic disadvantage – although the Equality Act 2010 does not include socioeconomic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or families economic and social position in relation to others, based on income, education, health, living conditions and occupation.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The development of a Climate change strategy has a positive impact on the protected characteristic of socio-economic background in relation to eliminating discrimination, harassment and victimisation. The strategy will mean more jobs and opportunities relating to the Green New Deal and development of localised services. It will promote a just transition where the economic burden will fall on those who can most afford it so it is likely to reduce the divide. Lots of the actions set out in the strategy will improve our homes, our access to outside space, which currently disproportionately affect people with socio-economic disadvantage. The strategy focuses on the need for social justice and reducing social inequality. It also highlights	The Climate change strategy has positive health impacts on the protected characteristic of socio-economic disadvantage in working to tackle the impacts of climate change that adversely affect specific socio-economic groups. An individual's income significantly impacts their experience of climate change and the resources they have available to adapt to the changing environment. According to the 2019 Indices of Deprivation study, Southwark ranked 43 rd out of 137 local authorities in terms of socio-economic deprivation and almost a third of our residents live in communities ranked in the 20% most income deprived in England. According to the GLA, people living in deprived areas are more affected by poor air quality because these areas tend to be

the needs to ensure we have cobenefits to climate work that also reduce inequality. Work must also be done to mitigate against any adverse impacts of the strategies' priorities for people with a social-economic disadvantage. For example, the strategy prioritises the use of techniques such as green roofs and solar panelling in the borough. It also references changing what we consume to use less carbon. Most of these actions require considerable resources, and we recognise that work will need to be done to ensure that this does not negatively affect people from a socio-economic disadvantage.	near busier roads. In contrast, 8% of our residents also live in communities ranked within the 20% least income deprived. This disparity in wealth emphasises that not every individual has capacity to act at the same rate or in the same way. For example, housing adaptations such as triple glazing and solar panels are understandably less of a priority for people on lower incomes than food and rent. Simultaneously, people from a higher income are more likely to emit more carbon, with larger homes in need of greater heating and most disposable income for long haul flights. We must recognise this disparity in resource and its relationship with our fight against climate change. The strategy directly relates to issues that unequally impact people from a lower socio-economic background.
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Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan

Potentially, not tackling the adverse impacts of climate change can ultimately be relevant to the right to life enshrined in the Humans Rights Act. The impact on the environment and the risk this poses to the health and well being of individuals is a fundamental component in the strands of the climate change strategy and will continue to be considered as the work in this area progresses.

Information on which above analysis is based

The analysis of the need to tackle climate change is set out in the Council's climate change strategy

Mitigating actions to be taken
Continued engagement with those in the community adversely affected by the impact of climate change and the continued consideration and development of plans taking account of any representations. Ongoing consideration of the right to life as a relevant factor in the ongoing development of the strategy and its plans.

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	A representative and diverse engagement through citizen' juries	Requirements around ensuring our citizen's juries are fully representative of our borough have been written into the tendering process for our engagement partner. They will use specific quotas for jury membership reflective of the demographics of the borough (following the latest available data).	The first round of citizen's juries, starting this year. Approach to be assessed as we move forward.
2	Accessible publicity and information	We will be developing a communication plan to ensure that the content of the strategy reaches all our residents directly. We	Ongoing

		will also look at ways of making the strategy more accessible to children and those who speak English as a second language.	
3	Public transport that is accessible	We will work with partners such as TFL to ensure that groups are not unequally impacted by changes to public transport, particularly disabled people.	Ongoing
4	Measures for residents to reduce their carbon emissions, such as installing solar panels, are affordable	Schemes that make resident actions more affordable have been written into the strategy, such as making it easier for individuals to install solar panels.	Ongoing

5. Equality objectives (for business plans)

Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2

5. Health objectives (for business plans)

Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

APPENDIX 1

Healing & Reconciliation, Southwark Stands Together – annual report

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Acknowledgements

A big thank you to all those that have helped towards the writing of this report. Thank you to all the people that participated in the Southwark Stands Together Listening events and survey for courageously sharing your experiences and helping us to develop solutions to some very challenging issues. What you have shared will not be forgotten and it is for us together to build on and keep going back to, so that we stay on the right track.

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

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

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

A unique moment in our history

COVID-19 – locked down but a community mobilises

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

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

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

The death of George Floyd and the Southwark listening events

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

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

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

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

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

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

Healing and Reconciliation

The journey begins

‘Always work to make Southwark more equal and just’

‘Stand against all forms of discrimination and racism’

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

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

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

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

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

The impact of hate crime

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

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

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

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

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

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

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

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

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

The impact of racial inequality

“Deep rooted inequalities start from Childbirth”

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

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

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

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

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

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

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

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

The impact of multiple disadvantage

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

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

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

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

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

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

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

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

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

The impact of health inequality

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

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

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

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

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

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

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

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

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

The impact of socio-economic disadvantage

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

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

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

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

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

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

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

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

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

It takes a village

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

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

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

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

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

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

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

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

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

Breaking The Glass Ceiling – the voices of our young people

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

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

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

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

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

Opening up community spaces to a wider range of organisations

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

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

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

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

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

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

Healing through remembering and celebrating our diversity

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

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

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

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

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

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

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

Next steps

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

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

Becoming unashamedly anti-racist

OUR pledges to YOU

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

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

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

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

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

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

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

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

Always work to make Southwark more equal and just.

Stand against all forms of discrimination and racism.

SOUTHWARK STANDS TOGETHER

Tackling racial inequalities



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

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

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

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

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

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

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

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

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

Next Steps

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

Implementing the pledges

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

The Southwark Youth Independent Advisory Group (YIAG)

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

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

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

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

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

Commissioning Division – Children and Adults

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

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

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

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

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

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

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

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

Exchequer, Finance & Governance

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

Departmental Action Plan

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

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

Departmental Action Plan

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

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

Financial Wellbeing & Inclusion

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

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

Employment & Business

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

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

Communities Theme

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

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

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

Departmental Action Plan

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

Arts and Culture

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

Beyond Boundaries murals

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

Open spaces and buildings

Planning and regeneration apprentice

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

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

Africa Centre new Headquarter

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

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

Architects Framework

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

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

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

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

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

Peckham Square

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

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

231 Old Kent Road Project

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

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

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

Bramcote Park Project

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

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

Construction apprenticeship opportunities

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

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

Youth engagement

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

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

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

Faith communities in Old Kent Road

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

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

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

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

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

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

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

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

Remodelling how we engage with our communities

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

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

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

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

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

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

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

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

Demonstrating equality and inequality awareness in what we do

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

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

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

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

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

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

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

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

Working through key community engagement values

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

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

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

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

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

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

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

The five phases

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

Phase one – Finding out and exploring what needs to change

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

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

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

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

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

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

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

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

Phase four- Wider Collaboration in testing the shortlist of solutions

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

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

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

After the engagement process ends

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

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

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

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

Next steps

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

Language and Communication

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

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

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

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

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

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

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

Language – “help me understand...”

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

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

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

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

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

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

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

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

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

“Like going through the sausage factory...”

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

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

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

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

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

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

Digital exclusion

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

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

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

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

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

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

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

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

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

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

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

Understanding leadership responsibilities in tackling inequality

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

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

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

Training and developing our workforce to tackle inequality

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

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

This includes understanding ideas such as:

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

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

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

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

Next Steps

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

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

Lived experience, data and research

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

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

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

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

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

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

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

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

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

Lived experience - a seat at the decision making table

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

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

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

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

Peer Navigators

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

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

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

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

Youth Independent Advisory Group

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

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

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

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

Youth Parliament

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

It takes a Village

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

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

What is the WHY behind the Data...?

“Out of One community we have many different Communities”

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

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

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

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

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

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

Multiple disadvantage

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

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

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

Health inequalities

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

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

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

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

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

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

Socio economic disadvantage

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

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

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

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

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

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

Research- exploring new areas of focus

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

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

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

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

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

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

Community Health Ambassadors

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

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

The impact of COVID-19 and the built environment

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

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

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

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

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

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

Young people and the youth justice system

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

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

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

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

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

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

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

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

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

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

Developing our research skills –an example of peer led research

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

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

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

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

Next steps

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

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

Southwark IS Standing Together- one voice

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

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

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

Employment and Business

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

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

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

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

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

Listening to Southwark's businesses

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

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

Equal access to funding

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

Access to employment support

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

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

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

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

Education

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

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

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

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

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

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

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

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

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

Key Achievements

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

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

The role will be advertised locally in the summer term.

Funding for a mentoring programme for school staff

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

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

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

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

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

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

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

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

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

Work with the Southwark Governors Association to develop training for governors

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

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

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

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

Health

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

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

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

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

Achievements

Changing the way we work

We have:

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

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

Working with our Community

We have:

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

Strengthening our support

We have:

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

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

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

Culture

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

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

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

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

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

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

Our Achievements

Board Representation

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

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

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

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

Artist Funding

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

Showcasing Opportunities

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

Culture Grants

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

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

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

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

Communities

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

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

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

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

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

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

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

Other key progress so far

Established a Project Group

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

Working with our community and voluntary sector partners

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

Community conversations

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

Working with industry experts

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

Community engagement event

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

Agree scope of the grants review

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

Shaping the scope of the grants review

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

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

Commissioned Equinox

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

Project Board

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

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

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

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

Interaction with policing

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

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

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

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

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

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

Other key progress so far

Training

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

New dedicated officer

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

Youth Independent Advisory Group (YIAG)

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

Community engagement

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

Stop and Search

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

Communications strategy

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

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

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

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

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

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

Renewing and reinventing our open spaces and buildings

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

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

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

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

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

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

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

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

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

Improving by learning

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

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

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

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

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

Involving and inspiring future generations

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

Creating equality for all

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

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

Shaping our future places

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

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

Learning from our past

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

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

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

Workforce

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

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

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

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

Celebrating our Diversity

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

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

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

Listening to our staff

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

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

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

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

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

Supporting our Senior Staff in Equality, Diversity and Inclusion training

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

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

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

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

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

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

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

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

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

APPENDIX 1

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

**Southwark Council Equality
Framework
2021**

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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.

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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 and 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.

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.

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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 looks 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..

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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
Objective 1: Stand together against all forms of racism and discrimination.					
Strengthen our approach to equality embedding and integrating it in everything we do as a council.	Southwark Together	Leading Equalities	Agree and rollout council-wide equality framework and action plan including workshops and development for all staff. 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. Undertake 360 degree appraisal process incorporating: • 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. Produce Case studies of good equality practice as part of Equality Audit working with partners to develop and share these.	Communities	Agree Framework July 2021 December 2021 June 2022 September 2021

			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	Work to increase % of Black, Asian and Minority Ethnic individuals across cultural sector boards. Work to increase % of Black, Asian and Minority Ethnic individuals across council supported voluntary sector organisations. Work to increase % of Black, Asian and Minority Ethnic individuals across Tenants and Residents Association (TRA) committees.	Leisure Communities Communities	Ongoing
Celebrate the rich diversity of the borough and promote good community relations equality and inclusion.	Southwark Together	Working With You	Review culture and events grant funding programmes to ensure they deliver on Southwark Stands Together commitments. Ensure that 100% of funding for events and culture is proportionately reflective of the demographic make-up of the borough. Develop new creative research, development & showcasing support scheme for Black and culturally diverse artists to launch in 2021/22. Offer 5 Black, Asian and Minority Ethnic artists research, development and showcasing opportunities. 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.	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
Objective 2: Tackle health inequalities so everyone can live a healthy life.					
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
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.					
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
Objective 4: Provide decent homes for all.					
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	Introduce initiatives to help homeless clients into work and provide support to help them manage a tenancy. Provide additional support for private renters to prevent homelessness. Develop a campaign on 'no recourse to public funds', including lobbying government and Parliament to make changes to national legislation.	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	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). Carry out a review of the delivery of the pilots and take learning from these to the further extension of the great estates programme. Pilot and review scalability of Great Estates Guarantee initiatives. Assess resident satisfaction with Great Estates programme.	Resident Services	December 2021 with review to commence
Objective 5: Give young people in our borough the best opportunities in life.					
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	Attainment and learning gaps identified by schools and RAG rated for all pupils who are, or who have fallen, behind. Online learning platform Continuing Professional Development offered to all schools that need it.	Education	Ongoing

			All schools have identified pupils without hardware or internet access. Work with Regional Schools Commissioner to gather information about academies and promote online/remote learning via school communications. Number of maintained schools tracking attainment gaps and providing appropriate intervention. Number of maintained schools ready to provide remote learning.		
Support 100% of children and young people with a diagnosable mental health need.	A Great Start in Life	Working For You	Ensure that council funding for Child and Adolescent Mental Health services is protected and increased in line with inflation. Work with Southwark NHS Clinical Commissioning Group to implement the recommendations of the Southwark Joint Review. Improved emotional wellbeing amongst Children and Young People through an investment in universal and targeted services. Emotional Health and Wellbeing Support Services in Southwark Schools - number and percentage of schools. Parental Support Services - support satisfaction survey.	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	Develop and deliver the appropriate governance structure and take forward the recommendations of the Youth Services review. 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. Ensure young people are central to shaping their provision in the future. Develop and undertake annual satisfaction surveys for users of LBS youth services.	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. Develop number of Care Leaver Apprentices, Internships, and Mentoring.	Children and Families	Ongoing
Objective 6: Put communities at the heart of everything we do from services to decision-making ensuring everyone is heard, especially marginalised communities.					
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

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.		ng and Procurement	the gaps it identifies for particular communities so that these identify future priorities for action. Develop workshops/Training for all staff. Embed equality considerations in Performance Challenge Process and Equality Impact and Needs Analyses (EINAs)/Equality Diversity and Inclusion (EDI) areas. Undertake budget EINA process. Produce updated and explicit guidance to ensure incorporation of equality analysis considerations and EDI requirements in commissioning and procurement processes. Undertake council-wide equality data mapping. Produce Revised EINA guidance and templates and amend guidance for Cabinet reports and template.		
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.	Southwark Together	Working With You	Develop Voluntary and Community Sector (VCS) equality scrutiny and community partnerships. Annual multi agency VCS Equality performance scrutiny and engagement conference. Develop how VCS Equality groups can feed into the council equality objective setting process. Develop how staff support networks and Unions can feed into annual Equality performance scrutiny and engagement process.	Communities	April 2022

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
Objective 7: Deliver a fair and green economic recovery where no-one is left behind.					
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
Objective 8: Tackle abuse, harassment, exploitation and violence.					
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](#)

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