

# Cabinet

Tuesday 13 July 2021

11.00 am

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

## Supplemental Agenda No. 1

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9.	<b>Annual Borough Plan Performance Report 2020-21</b> To consider the annual Borough plan performance report.	1 - 16

#### Contact

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Webpage: [www.southwark.gov.uk](http://www.southwark.gov.uk)

Date: 5 July 2021

<b>Item No.</b> 9.	<b>Classification:</b> Open	<b>Date:</b> 13 July 2021	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Annual Borough Plan Performance Report 2020-21	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Kieron Williams, Leader of the Council	

## **FOREWORD – COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL**

As the Leader of Southwark Council, I am proud of our continued record of delivery for residents of the borough, even during this most difficult year. The country went into the first lockdown at the end of March 2020, and we have been in and out of COVID-19 restrictions ever since. This has not been an easy time for any of Southwark’s residents, businesses or community groups. I was elected Leader in September 2020 and while that was only ten months ago, it sometimes feels a lot longer. We have come so far together, and there is much work left to do as we come together to overcome the lasting impacts of the pandemic.

In November 2020 we refreshed the Borough Plan, not just to account for the necessary work to keep residents safe and supported during the pandemic, but also to renew our commitment to equality in response to the Black Lives Matter movement. The new Borough Plan set out our clear and practical ambition to tackle the climate emergency, while ensuring we continued to challenge the housing crisis and make sure that our young people have the best possible start in life.

This report reflects our progress against nearly 150 measurable commitments in the financial year 2020-21. Some of these targets are new, as part of the refreshed Borough Plan, and therefore require additional time to measure their progress. Others have been severely impacted by COVID-19 restrictions and the enormous financial and organisational pressure that has been placed on Southwark Council. However, we continue to press forward to make Southwark a fair and great place to live and work.

Whether you look at the record number of trees we have planted, the number of new council homes we have started to build or the amount of people we have helped into work over the past year, you can see that the council has

continued to adapt and overcome recent challenges to deliver across the board.

I am incredibly proud of all of our staff, and thankful for the continued support of residents, as we make progress against our ambitious Borough Plan. Similarly, the support of our partners across the borough, from schools, to businesses and our health services has been invaluable. Working together, we can make our borough greener, we can make sure everyone has access to a good, genuinely affordable place to call home, we can give our young people the best possible start in life and genuinely tackle inequality and discrimination wherever it exists.

## **RECOMMENDATION**

1. Cabinet notes the council's performance for the financial year 2020-21 against the refreshed Borough Plan, agreed in November 2020.

## **BACKGROUND INFORMATION**

2. On 25 November 2020, Council Assembly approved a refresh of the Council Plan 2018-2022, now known as the Borough Plan ([Item 6.1](#)).
3. The Borough Plan represents Southwark Council's overarching primary objectives and sets out the programme of work that the council will achieve over the period 2020-21 to 2021-22.
4. The Borough Plan reaffirmed the council's primary values, through which we will view all the decisions we make. 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.
5. The Borough Plan is structured around eight themes that reflect the ongoing priorities of the council, based on what are most important to the people of Southwark. They are:
  - Our response to COVID-19
  - Southwark Together
  - A green and inclusive economy
  - The Climate Emergency
  - Tackling health inequalities
  - Homes for all

- A great start in life
  - Thriving Neighbourhoods.
6. On 22 December 2020, The Leader of the Council approved the [Borough Plan Performance Schedules](#), which set out the various “measures”, and “milestones” against which progress towards each commitment would be recorded in a clear and transparent way.
  7. Throughout 2020-21, the council has monitored performance against the commitments in the Borough Plan, as well as key ‘business as usual’ targets, with performance data reviewed on a quarterly basis.
  8. This annual performance report summarises delivery against the Borough Plan in 2020-21. In line with our fairer future principle of being open, honest and accountable, the full cabinet portfolio performance schedules will be available on the council’s website.
  9. COVID-19 has had a severe and wide-ranging impact on the council and its ability to deliver services to residents over the past year. Whilst time and resources have rightly been diverted to support the pandemic, this has had an impact on the ability to deliver on every measure within the Borough Plan.
  10. As a result, key areas have been prioritised to bring them back in line with the original delivery timescales, although we also expect a number of areas where the ongoing impact of the pandemic over the coming months will further inhibit the ability of departments to remain solely focused on Borough Plan commitments.
  11. Despite the enormous financial and organisational pressure placed on the organisation by the pandemic and repeated lockdowns, we have continued to deliver for the residents of Southwark. Our commitment to the creation of a fairer and more equal borough remains undaunted and this report will show that we are pushing forward with our ambition plans around homes for all, a great start in life, a green and inclusive economy and much more.

## **KEY ISSUES FOR CONSIDERATION**

12. This report summarises progress against the third and penultimate year of the refreshed Borough Plan.
13. We are making excellent progress against numerous Borough Plan commitments, delivering for our residents, including by:
  - Establishing the Community Hub to support people who are vulnerable to, or should be shielded from, COVID-19. We made over

73,000 contacts to vulnerable residents, provided over 27,000 food parcels for those who needed them most and made over 3,000 referrals

- Matching the £246,120 raised from our residents, local businesses to fund 'Laptops for Learning' to support remote learning
  - Launching 31 trial School Streets closure schemes to improve air quality and road safety at primary schools
  - Planting 8,014 trees this year, putting us on target to surpass the 10,000 target next year
  - Starting the construction of an additional 535 new council homes
  - Bringing 231 empty properties back into use
  - Providing emergency accommodation to 274 rough sleepers over the course of the pandemic, including 89 rough sleepers with no recourse to public funds
  - Supporting 33 unaccompanied asylum-seeking children this year
  - Supported over 16,000 families through food security interventions, including Holiday Food Support
  - Opening the new Walworth Library and Southwark Heritage Centre in Walworth, hosting 2,000 visitors per week on average
  - Contacting and supporting 4,265 businesses throughout the pandemic via the business help desk to help businesses access support and adhere to restrictions effectively.
14. In addition to our work towards achieving our Borough Plan, we continue to provide high-quality key services despite the ongoing challenges we have faced this year, including; keeping our streets clean and our waste collected, looking after our parks, delivering emergency works for tenants, safeguarding children and supporting vulnerable and older people through reablement and ongoing social care.
15. A full update on the progress against the commitments in the Borough Plan is detailed in the Borough Plan 20-21 Progress report (Appendix 1) and performance schedules (Appendix 2).

### **Community impact statement**

16. The purpose of this report is for cabinet to note delivery against the refreshed Borough Plan. No specific equality analysis has been undertaken on this report as there are no impacts arising from the report itself.
17. Future decisions made on the basis of the performance highlighted in this report may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate. The Forum for Equalities and Human Rights and Southwark's Equality and Human Rights Panel were engaged in the development of the initial Council Plan 2018-22.

18. We will give due consideration to the Public Sector Equality Duty (PSED) as a positive duty to consider the promotion of equality throughout the delivery of the Borough Plan. We will also publish information on our website to show how we implement the PSED in our work and performance.

### **Resource implications**

19. There are no immediate resource implications arising from this report. Any additional funding required will be subject to financial appraisal and reported through the council's budget setting process.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Governance**

20. In the past local authorities had been subject to various duties relating to the monitoring of performance. This regime has now largely been abolished, firstly by the Local Government and Public Involvement in Health Act 2007 and subsequently the Localism Act 2011.
21. However, a local authority is still under a general duty of best value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The Borough Plan is one of the ways the council can demonstrate that it is achieving this requirement.
22. As paragraph 16 of the report states, no specific equality analysis has been undertaken for this report as there are no anticipated impacts on the community arising from the report itself. However, cabinet is reminded in the exercise of all its functions, must have due regard (section 149 Equality Act 2010) to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. As paragraph 17 states, further equalities analysis may be need to be undertaken in relation to any subsequent work or proposals that arise from the ongoing implementation of the Borough Plan and an equality analysis will be produced for the refresh of the plan.

### **Strategic Director of Finance and Governance**

23. The report is requesting cabinet to note the council's performance over 2019-20 against the Borough Plan 2018-2022. Full details and background are contained within the main body of the report.

24. The strategic director of finance and governance notes that there are no resource implications associated with the recommendations, as mentioned in resource implications.
25. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Assembly 25/11/20 Agenda item 6.1: Refresh of the Council Plan 2018-2022	160 Tooley Street PO Box 64529 London SE1P 5LX	Joseph.brown@southwark.gov.uk
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&amp;MId=6773&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&amp;MId=6773&amp;Ver=4</a>		
IDM: Council Plan 2018-2022 Performance Schedules (2020)	160 Tooley Street PO Box 64529 London SE1P 5LX	Joseph.brown@southwark.gov.uk
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7250">http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7250</a>		

## APPENDICES

No.	Title
Appendix 1	Progress Report - Borough Plan 2020-21
Appendix 2	Performance Schedules – Borough Plan 2020-21 - to follow

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Kieron Williams, Leader of the Council	
<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Joseph Brown, Cabinet & Public Affairs Manager	
<b>Version</b>	Final	
<b>Dated</b>	5 July 2021	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		5 July 2021

## Annual Performance Report 2020-21

### Leader's Foreword - Making progress during the year that was

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**Cllr Kieron Williams**  
Leader, Southwark Council

## Keeping Southwark safe during COVID-19

The council has worked hard to keep residents safe, informed and supported during the pandemic.

### This year we have:

- Established the Community Hub to support people who are vulnerable to, or should be shielded from, COVID-19. We made over 73,000 contacts to vulnerable residents, provided over 27,000 food parcels for those who needed them most and made over 3,000 referrals.
- Built on the work of the Community Hub to create the Community Support Alliance (CSA), working together with the NHS and local voluntary and community groups and charities to provide continued support.
- Launched the Community Health Ambassador programme. This programme develops relationships with our communities to share quality information about preventing COVID-19, accessing testing, vaccines and support to isolate.
- Trained 70 contact tracers; we have exceeded the 80% target of cases contacted and traced using our system.
- Provided £1.1 million in financial support to ensure social care, schools and community services have access to appropriate PPE, testing and support.
- Ensured that 100% of all those within the Clinically Extremely Vulnerable (CEV) group assessed as requiring additional tailored support received it. This included over 1,000 residents within the CEV group.
- Taken over 18,000 actions through our Regulatory Services teams to support businesses in being COVID-19 compliant.
- Worked closely with our NHS partners to provide data and identify a range of suitable venues for the COVID-19 vaccination programme. A vaccination van is being used for clinics to deliver vaccinations along with faith venues, car parks and libraries.
- Maintained regular contact with around 10,000 vulnerable council residents throughout the pandemic through our Residents Services teams.
- Used every channel available to us to get key messages out to local people and keep them safe, including regular newsletters, councillor briefings, additional COVID-19-specific editions of Southwark Life magazine, social media posts, regular updates for our faith leaders, translated materials, park and street signage, digivans and outdoor advertising.

## Southwark Stands Together

Southwark Council will always strive to be at the forefront of tackling racism, discrimination and inequality.

### This year we have:

- Supported the successful delivery of the Black History Month grants programme in October, with 13 of the grants benefiting Black, Asian or minority ethnic artists and with 49 Southwark-based Black History Month events promoted through the Southwark Presents website and social media channels.
- Supported 33 unaccompanied asylum-seeking children this year - Our legacy of supporting many children in recent years can be seen in the very high numbers who have gone on to become our care leavers and the more than £1 million annual investment in their wellbeing provided by the Council over and above the insufficient government funding provided.
- Approved a new delivery plan to respond to the risks of radicalisation and violent extremism. Southwark's programme has now successfully engaged with 19,321 residents and professionals across Southwark through training, projects, and support offers – helping to build the resilience of communities against the harmful, hateful narratives of terrorists and violent extremists.
- Supported and promoted the EU settlement scheme resulting in almost 62,000 applications for settled status in Southwark.
- Started building a new LGBT+ cultural space at Bankside Yard - the first such venue secured through planning powers in London.
- Established a Youth Independent Advisory Group (YIAG) and recruited 15 members - This group of young people are driving the work linked to improving relations with the police, including Stop and Search, through events with young people and Police with further sessions planned during 21/22.
- Prioritised funding programmes that are in line with the Southwark Stands Together initiative, through a £152,000 Culture Grant programme.
- Developed a new process for recording and evaluating the cumulative impact of our budget changes across each of the protected characteristics.

## A green and inclusive economy

Good, high quality, well paid and green jobs are a top priority for this council.

### **This year we have:**

- Supported 1,005 residents into employment across all council initiatives, even in the face of repeated lockdowns.
- Supported 117 recently unemployed residents into employment through our Job Entry Targeted Support programme and supported almost 600 residents with employment advice in total.
- Launched a Young People's Opportunities campaign; our regular email bulletin is reaching over 1,000 subscribers with news of training and employment opportunities.
- Ensured that 99.3% of Southwark's 16 and 17 year olds had an offer of an education place by the end of September last year.
- Supported 488 residents with training through the Southwark Construction Skills Council (SCSC).
- Supported 40 creative, cultural and tech businesses through business support programmes.
- Contacted and supported 4,265 businesses throughout the pandemic via the business help desk to help businesses access support and adhere to restrictions effectively.
- Hosted 120 cultural events across the borough this year.

## The climate emergency

Southwark Council will continue to do our bit to tackle climate change and reduce our carbon emissions for the good of future generations.

### **This year we have:**

- Drafted our climate strategy and action plan that will be launched in July 2021.
- Planted 8,014 trees this year, exceeding our target and putting us on course to surpass the 10,000 target next year.
- Delivered nearly 4km of cycle lanes and created 67 modal filters, School Streets and widened footways.
- Commenced the installation of two new heat pumps on estates to help reduce our carbon footprint, with one more to follow.
- Shifted the council's operational estate to 100% renewable electricity.
- Reduced the carbon footprint of our pension fund by 34%, divesting from all direct investments in fossil fuels.
- Committed to complete decarbonisation of our pension fund by 2030.
- Begun a low embodied carbon pilot scheme at Ann Moss Way to help us learn more about how we can provide more low waste, low energy, new council homes.
- Ensured that 96 Electric Vehicle Charging Points (EVCPs) will be delivered in the Old Kent Road.
- Installed 155 new lamppost-charging points.
- Installed 180 new cycle hire docks where people want them, exceeding our target for this year.
- Achieved 99% of Southwark's waste now diverted from landfill.

## Tackling health inequalities

Many communities face different barriers to leading healthy lives. We will confront health inequalities using all the tools available to us.

### **This year we have:**

- Supported over 16,000 families through food security interventions, including Holiday Food Support.
- Redistributed over half a million kilograms of surplus food to community food projects in the borough.
- Begun construction of the Aylesbury Health Hub.
- Trained 104 managers and service leads in ways to tackle health inequalities, as part of our newly agreed health inequalities framework.
- Distributed activity packs to 736 families who were accessing community food hubs, containing items such as balls and frisbees so they could be active during lockdown.
- Delivered 10 controlled crossings (zebras, traffic signals, pelicans/puffins etc.) supported by 38 uncontrolled crossings (pedestrian islands etc.) to support residents in walking and staying active.
- Launched a new targeted sexual health promotion service, "Love Sex Life" in collaboration with Lambeth and Lewisham boroughs.
- Supported almost 2,000 survivors of domestic abuse, working with Solace.
- Launched the Safe Spaces project - offering a safe space for survivors of domestic abuse to access information and make contact with services. More than 30 locations across the borough have signed up to the initiative.
- Supported over 1,800 adults throughout the pandemic in the community through the Southwark Mental Health and Wellbeing Hub.

## Homes for all

Every resident should have access to a high quality and genuinely affordable home and all of the health and educational benefits this provides.

### **This year we have:**

- Begun construction of an additional 535 new council homes.
- Brought 231 empty properties back into use.
- Bought back 20 Right to Buy properties to provide homes to rough sleepers.
- Provided emergency accommodation to 274 rough sleepers over the course of the pandemic, including 89 rough sleepers with no recourse to public funds.
- Prevented or ended homelessness for 1,489 households to help people rebuild their lives.
- Invested £50m to improving existing council homes.
- Established a Southwark Private Renters Forum from key stakeholder organisations which is meeting monthly to support the work to achieve the goal of a Renters' Union.
- Handled 1,299 complaints against private landlords.
- Completed our first two residents' estate ballots to ensure they have the final say on the redevelopment of the Tustin and Ledbury Estates.
- Introduced a new quality standard for temporary accommodation.
- Invested more than £5 million in new water source heat pump technology at Consort, Newington and Wyndham estates that will enable residents to benefit from low carbon renewable heat all year round.
- Launched the new food growing and allotments expansion scheme.

## Great start in life

We want all children and young people in the borough to grow up in a safe, healthy and happy environment where they have the opportunity to reach their potential.

### This year we have:

- Launched the new young person's mental health drop-in centre - The Nest, supporting almost 300 children this year.
- Invested £2 million into Southwark schools to improve their wellbeing and mental health work. This funding now supports 76 schools and more than 25,000 pupils.
- Trained more than 260 Mental Health First Aiders in 79 schools across Southwark.
- Match-funded the £246,120 raised from our residents and local businesses to fund 'Laptops for Learning' to support remote learning and provide laptops for every disadvantaged child in the Borough.
- Invested £37,000 to support other digitally excluded groups that are not in education through the pandemic.
- Launched 31 trial School Streets closure schemes to improve air quality and road safety at primary schools.
- Provided every school nursery class in the borough with Free Healthy Nursery Meals.
- Ensured that over 16,000 children had access to food over the school holidays through our summer holiday programme and holiday food voucher schemes.
- Ensured offers of education, employment or training to 98% of all care leavers this year.
- Achieved the 12<sup>th</sup> highest levels of employment, education, or training for and for 17-21 year old care leavers, across all local authorities in the country.
- Developed the Community Harm and Exploitation Operational Group (CHEOG) - 131 individuals have been supported by the programme this year.
- Supported over 1,800 young people through the Positives Futures Fund - an innovative initiative providing grant funding to local projects; offering creative and inspiring opportunities for young people to divert them away from crime.
- Launched the Youth New Deal, including £2.5 million investment in adventure play, a further £100,000 for mental health support, £100,000 for a new Youth Parliament and an additional £100,000 to implement other Youth New Deal recommendations.

## Thriving neighbourhoods

We take pride in our town centres and will work with local communities to make sure all of our neighbourhoods can thrive.

### **This year we have:**

- Ensured libraries remain at the heart of our communities, even during the pandemic, as our digital Stay At Home library saw more than a quarter of a million loans of e-books and e-audio; and more than 4,500 attendees of online events.
- Opened the new Walworth Library and Southwark Heritage Centre in Walworth, hosting 2,000 visitors per week on average.
- Agreed plans for the Walworth Town Hall project. Work will start on site next year including a small business start-up space with café and a community space in the former Newington Library.
- Completed the Public Art, Public Realm & Naming Policies review process to ensure Southwark's local environment reflects and celebrates our diverse communities.
- Piloted free and affordable broadband by working with providers to support 47 families with a free connection for 12 months. This will be broadened out through a pilot of a free or subsidised wireless broadband loan scheme in libraries.
- Ensured that 81% of community halls now have a free gigabit broadband connection.
- Remained on target to complete the new library and GP Health Centre on the Aylesbury Estate in spring 2022.
- Cleared 98% of all reported or identified fly tips within 24 hours.
- Carried out 7,146 minor highways repairs with 97% completed in good time.
- Kept a good response to noise nuisance in our communities by responding to 82% of calls, where noise is occurring, within 1 hour.

**CABINET AGENDA DISTRIBUTION LIST (OPEN)****MUNICIPAL YEAR 2021-22**

**NOTE:** Original held by Constitutional Team; all amendments/queries to  
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Name	No of copies	Name	No of copies
<b>Members (paper copies)</b>		<b>Chief Officer Team - electronic</b>	
Jasmine Ali	1	Eleanor Kelly	
<b>Members - electronic Versions (no hard copy)</b>		Duncan Whitfield	
Kieron Williams		David Quirke-Thornton	
Evelyn Akoto		Michael Scorer	
Helen Dennis		Caroline Bruce	
Stephanie Cryan		<b>Officers – electronic</b>	
Alice Macdonald		Doreen Forrester-Brown	
Darren Merrill		Norman Coombe	
Rebecca Lury		Ian Young	
Jason Ochere		<b>Others - electronic</b>	
Catherine Rose		Louise Neilan	
Ian Wingfield		Paula Thornton, Constitutional Officer	5
Victor Chamberlain		<b>Total: 8</b>	
Peter Babudu		<b>Dated: 22 June 2021</b>	
Victoria Olisa			
Gavin Edwards			
Margy Newens			
Leanne Werner			
Jack Buck			
Sarah King			
Ali, Humaira			
Anood Al-Samerai			
<b>Group Offices - electronic</b>			
Joseph Brown, Cabinet Office			
Paul Wendt, Liberal Democrat Group Office			
<b>Press</b>			
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South London Press	1		