

Cabinet

Tuesday 4 February 2025

11.00 am

LEX2 Livesey Exchange, 567 Old Kent Road, SE1 5EW

Supplemental Agenda No. 1

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8.	Delivering Southwark 2030 To note progress against the current council delivery plan as captured in the mid-term report.	1 - 54

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Date: 29 January 2025

Meeting Name:	Cabinet
Date:	4 February 2025
Report title:	Delivering Southwark 2030
Cabinet Member:	Councillor Kieron Williams, Leader of the Council
Ward(s) or groups affected:	All wards
Classification:	Open
Reason for lateness (if applicable):	See paragraph 48

FOREWORD – COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL

Over two years ago, we set out to make a real difference for everyone in Southwark. Today, the impact is clear: new council homes are underway, wages are improving, and our streets are becoming greener and safer. Investments like our £2m anti-social behaviour taskforce, upgraded CCTV, and better lighting are enhancing community safety. Meanwhile, £1.5m for youth activities, innovative mental health services, a new Children’s Home, and outstanding schools are helping young people thrive and build brighter futures.

Despite challenges like funding cuts, Brexit, the pandemic, and the cost-of-living crisis, Southwark has shown remarkable resilience. Through our partnerships, we’ve distributed over £40m to families in need, started our 3,000th council home, and led a coalition of over 100 councils to tackle the national housing crisis.

In the face of pressing issues such as rising inequality, economic uncertainty, and the climate emergency we must harness the unique strengths in the people, communities and partners of Southwark. With continued passion and drive, we will continue to make Southwark a great place to live.

Southwark 2030 is our shared vision for building a fair, green, and safe borough where everyone can live a good life as part of a strong community. Co-created with residents, it focuses on priorities and builds on our strengths—vibrant communities, great schools, a strong voluntary sector, and rich cultural heritage.

Our Southwark 2030 Delivery Plan is the first step in turning this vision into action. It lays out our ambitious plan of action for the next year to deliver meaningful change that creates a positive impact.

Together, we’ll tackle challenges, seize opportunities, and ensure everyone in Southwark can live a good life.

As Leader of the Council, I look forward to working with you all on turning the commitments set out in our Southwark 2030 Delivery Plan into action and on the ground delivery for Southwark residents.

RECOMMENDATIONS

Recommendations for the Cabinet

That Cabinet:

1. Approves the Creating Good Lives Together: Our Southwark 2030 Delivery Plan (Appendix 1).
2. Notes the ongoing work to initiate delivery of Southwark 2030.

REASONS FOR RECOMMENDATIONS

3. Creating Good Lives Together: Our Southwark 2030 Delivery Plan (Appendix 1) is a critical component of mobilising delivery of our Southwark 2030 strategy. Structured around the six strategy goals and a council specific goal, the Delivery Plan highlights the key commitments for the organisation.
4. The majority of our commitments within this Delivery Plan are a continuation or evolution of our previous plan, and focus our action and effort on the areas where we will need to go further to deliver on our shared ambition for residents.
5. In endorsing this Delivery Plan, we will create a clear framework for driving all impactful activity across the council in delivering on our vision in the Southwark 2030 strategy, ensuring measurable outcomes for residents and re-emphasising the importance of our principles of reducing inequality, empowering people, and investing in preventative measures.

POST DECISION IMPLEMENTATION

6. Following endorsement by Cabinet, we will:
 - i. Move into delivery of the Southwark 2030 Delivery Plan, including through the development of partnership action plans and developing our outcomes framework to measure and report on the impact and outcomes of our joint action in improving the lives of our residents.

BACKGROUND INFORMATION

7. On 20 November 2024, Council Assembly approved Southwark 2030, our place-based strategy that sets out our vision to build a fair, green, and safe Southwark where everyone can live a good life as part of a strong community.
8. Southwark 2030 builds on our previous Fairer, Greener, Safer Delivery Plan (2022–2026), which was adopted in September 2022.

KEY ISSUES FOR CONSIDERATION

Two Years of Change in Southwark

9. The development of the council's new Delivery Plan creates an opportune moment to understand and reflect on the progress delivered under our previous Fairer, Greener, Safer Corporate Plan (2022–2026).
10. Through this Plan, we have already achieved so much for our residents and communities in Southwark, including:
 - 3,000 new council homes under construction.
 - 150,000 residents supported through our cost-of-living fund.
 - 13,000 new trees planted in the past two years, taking us to more than 100,000 trees.
 - 2,000 new apprentices and 1,900 green jobs created.
 - 6,000 workers receiving a wage increase via our Living Wage Unit.
 - 800 residents trained in green skills through the LSBU Green Skills Hub
 - 96% of Southwark schools are either good or outstanding.

Creating Good Lives Together: Our Southwark 2030 Delivery Plan

11. Building on our track record of delivery, our Southwark 2030 strategy has been developed with residents and partners through extensive engagement and co-design. It drives forward work on the most pressing priorities for residents; tackling areas such as affordable and good quality housing, ensuring children have a great start in life, tackling health inequality and tackling the climate emergency.
12. The root cause of issues faced by many residents in Southwark are often entrenched systemic issues such as deep-rooted inequality, family poverty and an uncertain, inequitable economy. Our Delivery Plan aims to tackle these issues by working in new ways with residents and partners and increasing cross-cutting and cross-sector collaboration.
13. A key first step in this journey is the endorsement of the Creating Good Lives Together: Southwark 2030 Delivery Plan (Appendix 1).
14. The plan is structured around the six goals and action areas of Southwark 2030 and one council-specific goal:
 - Decent homes for all
 - A good start in life
 - A safer Southwark
 - A strong and fair economy
 - Staying well
 - A healthy environment
 - A well-run council
15. It outlines the priorities, and objectives for achieving these goals over the coming years and represents our major commitments to the people of Southwark.
16. The Delivery Plan also emphasises the importance of our Southwark 2030

guiding principles:

- Reducing inequality
- Empowering people
- Investing in prevention

17. We will leverage our principles to achieve change and develop shared plans with our partners on areas where working together will have the biggest impact.
18. The transformation delivered through Southwark 2030 will be truly cross-cutting and collaborative with residents, staff, and partners. It will break down silos, focus on the whole system and enhance relationships.
19. By making the best use of insight and evidence, we will unlock a deeper understanding of residents' lives and co-design solutions with them to create the greatest impact.

Policy framework implications

20. Southwark 2030 will guide all of the Council's work over the next six years and be the strategic framework that guides all initiatives across the organisation; including our work with residents, community organisations, and partners.
21. The Delivery Plan will impact all wards and neighbourhoods in Southwark.
22. Going forward, all council initiatives will be expected to align to Southwark 2030 including our principles of reducing inequality, empowering people, and investing in prevention.

Community, equalities (including socio-economic) and health impacts

Community impact statement

23. Creating Good Lives Together: Our Southwark 2030 Delivery Plan aims to create a positive impact for the communities of Southwark. The commitments in the plan have been created through extensive engagement with Southwark residents. We are also proposing a delivery route which is resident-led, empowers people and strengthens outcomes through co-design. This aims to ensure a positive community impact.

Equalities (including socio-economic) impact statement

24. Reducing inequality is a core principle of Southwark 2030 and a major driver of the plan. This includes continued work to increase the number of living wage employers, create affordable housing, promote school inclusion, and create cultural spaces that celebrate our communities.
25. We are also planning work to increase understanding of the impact of inequality in our borough, gaining a more detailed, evidence-based perspective of the experiences of people who face discrimination and disadvantage in Southwark. This includes the intersectional nature and experience of inequality and discrimination. This work will inform how we tackle systemic inequalities going forward and ensure residents' lived experiences are shaping our work.

- 26. An Equalities Impact and Needs Assessment (EINA) report was completed to assess the Southwark 2030 strategy against the Council's Equality Duty in July 2024. We have reviewed the EINA to ensure it continues to be an accurate reflection of our plans.
- 27. We continue to anticipate that Southwark 2030 will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality, particularly for certain racial groups, and children and young people.
- 28. The Southwark 2030 Delivery Plan contains some specific commitments and initiatives that are likely to require their own Equalities Impact and Needs Assessment (EINA). We are proposing that these are completed at an appropriate time for these projects when there are fuller details on proposed changes and anticipated impact.

Health impact statement

- 29. Our Delivery Plan also aims to promote healthy living and improve health outcomes. One of the goals of Southwark 2030 is 'Staying well' which aims to ensure that people across our whole community can have good health and wellbeing. This includes our work to reduce health inequalities, expand access to support for mental and physical health, and improve the wellbeing of people with long term conditions and disabilities, and their carers.
- 30. There are also a number of cross-cutting commitments which will have a positive impact on health; including tackling mould and damp in housing, promoting healthy transport options, improving air quality and supporting children with special educational needs and disabilities.
- 31. Through our new outcomes framework, we will agree and measure a range of indicators including specific measures that show improved outcomes for our communities, with a strong focus on equitable approaches to improving health and wellbeing. This aims to show the positive impact of Southwark 2030 across our seven goals.

Climate change implications

- 32. The Delivery Plan has a range of commitments to prevent and mitigate the impact of climate change, both under our goal to build a healthy environment but also as part of our ambition to be a well-run council. This includes enhancing biodiversity, halving the council's carbon emissions from operational buildings and vehicles, and investing pension funds in zero carbon initiatives. We will also be supporting community energy projects, and developing new ways for local people and businesses to invest in climate action in the borough through Southwark Green Finance.
- 33. Beyond the commitments directly related to climate action, there are other commitments which will take us further in delivering our net zero ambitions such as the development of new homes, delivering town centre improvements, and creating new services for residents. These will consider climate change

implications in any specific Cabinet papers on those initiatives.

Resource implications

- 34. Southwark 2030 was developed in line with the Medium-Term Financial Strategy (MTFS). We will continue to monitor both our Delivery Plan and our financial plans, ensuring that our ambitions set out in Southwark 2030 continue to be realistic and achievable.
- 35. As work on implementing the Delivery Plan progresses, we will continue to review the status of commitments including whether key decisions are required for delivery.
- 36. A £3m enabling Southwark 2030 budget funded from reserves was previously agreed by Cabinet. 2024/25 expenditure and known commitment total £0.382m leaving an available balance of £2.618m. This will be used to fund delivery resources, cross-cutting projects and engagement and communications.

Consultation

- 37. Our Southwark 2030 strategy is a shared vision for the borough, created collaboratively by the people who live, work, and study in Southwark. It has been developed through extensive engagement and research to understand the borough as it is today, ensuring that the voices of diverse communities are at the heart of the process.
- 38. The development process involved in-depth conversations with hundreds of residents, listening events, and an online survey that was made widely accessible in multiple formats. To ensure the themes and ideas accurately reflected the input received, feedback was tested through workshops, surveys, and public post boxes in community spaces. Partner organisations also participated in workshops to shape the strategy and outcomes for Southwark 2030.
- 39. Our commitment in engaging residents runs through all of Southwark 2030, working with the communities of Southwark to deliver our shared plans will be intrinsic to our approach going forward. This will include multiple ways for residents to share their perspectives and work with us to co-design projects. We will engage across a range of channels and work with local groups and organisations to ensure we are reaching everyone in our community, and that everyone's voices are heard.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (NBC 09/01/2025)

- 40. Following the agreement by Council Assembly of the Southwark 2030 strategy, this report is to approve the Creating Good Lives Together: the Southwark 2030 Delivery Plan. As this affects more than one portfolio; the

decision is referred to a meeting of the full cabinet.

41. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
 - Eliminate unlawful discrimination harassment and victimisation.
 - Advance equality of opportunity between people who share protected characteristics and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
42. As stated, an Equalities Impact and Needs Assessment (EINA) report has been completed to assess Southwark 2030 against the council's Public Sector Equality Duty. The report can be found at Appendix 3.
43. Cabinet needs to take account of this duty in considering this report.

Strategic Director, Resources (FC24/021)

44. This report is requesting the Cabinet to approve the Lives Together: Our Southwark 2030 Delivery Plan (Appendix 1) and to note the ongoing work to initiate delivery of Southwark 2030.
45. The Strategic Director of Resources notes that the cost of this procurement will be met from an earmarked reserve (i.e. Southwark 2030 Fund) and notes other comments mentioned in resources implications.
46. Staffing costs associated with this procurement will be contained within existing departmental revenue budgets.

REASONS FOR URGENCY

47. The Delivery Plan provides the clear framework for driving strategic delivery of our Southwark 2030 strategy and our overarching ambition to create good lives in our borough together with our residents and communities.

REASONS FOR LATENESS

48. The council is committed to ensuring its Southwark 2030 Delivery Plan is reflective of our most important priorities for our residents and communities. In using our latest reporting period information on delivery against the previous plan, we have been able to ensure our future commitments in this Delivery Plan reflect what we will need to take forward to deliver on our Southwark 2030 vision.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Fairer, Greener, Safer Corporate Plan (2022 – 2026) <u>Cabinet, 13 September 2022 - Agenda Item 21</u>	Southwark Council	

APPENDICES

No.	Title
Appendix 1	Creating Good Lives Together Delivery Plan
Appendix 2	Equality Impact Needs Assessment – Southwark 2030 Delivery Plan

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Leader of the Council	
Lead Officer	Althea Loderick, Chief Executive	
Report Author	Moushumi Bhadra, Assistant Director of Strategy and Co-Design	
Version	Final	
Dated	29 January 2025	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Resources	Yes	Yes
Date final report sent to Constitutional Team		29 January 2025

APPENDIX 1

Creating Good Lives Together

Southwark Council Delivery Plan 2025-2026

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Leader and Chief Executive foreword

Two years ago, we set out our last delivery plan for the council. Today, the progress is clear. We have started on site building our 3000th new council home, we've secured better wages for working people hitting the milestone of over 7,000 local jobs lifted up to the London Living Wage, and created greener, safer streets. Investments in our £2m anti-social behaviour taskforce, enhanced CCTV, and better lighting are making a real difference to community safety.

At the same time, we've invested in opportunities for our young people, with £1.5m in positive activities, a new Children's Home, and 250 paid internships underway to help young people build successful careers. These efforts are transforming lives and creating opportunities, but we know there is still much more to do.

Over the past decade, Southwark has faced funding pressures and stark challenges like Brexit, the COVID-19 pandemic, and the cost-of-living crisis. Through these difficult times, our borough has demonstrated incredible resilience. I want to thank everyone across our borough - in our community, voluntarily and faith groups, local businesses, schools, universities and all of our public services - for the role you have played in not just getting us through these hard times but in going above and beyond to improve the lives of so many people across our brough.

The challenges of recent years – rising inequality, homelessness, economic uncertainty, and a climate emergency – can feel overwhelming. Southwark residents have often been on the receiving end of national and international change they cannot control, and we understand the urgency of tackling these issues head-on. The cost of living and housing crisis, and environmental concerns require bold, collaborative action.

That's why we've created Southwark 2030: a shared, ambitious vision for a fair, green, and safe borough where everyone can thrive as part of a strong community. Co-designed with residents and partners, Southwark 2030 sets out the priorities you told us matter the most. This Plan turns those ideas into action.

It is built on Southwark's strengths – our vibrant communities, world-class schools, exceptional voluntary sector, and rich cultural heritage – and focuses on tackling the barriers that hold people back.

This work will require sustained effort and creativity. We'll need to challenge ourselves to think and act differently, maximise our resources, and strengthen partnerships across public services, businesses, and communities. Together, we can build on the progress we've made to ensure everyone has the chance to live a good life.

Our Southwark 2030 Delivery Plan is a collective commitment. This plan sets out the work we will undertake in the first year of the 2030 Strategy. It describes the work we will do to support our residents and build the foundations of long-term change towards our vision.

With your support, we will address the challenges ahead, unlock new opportunities, and build a borough that works for everyone.

We look forward to continuing this journey with you all.

Cllr Kieron Williams

Leader of Southwark Council

Althea Loderick

Chief Executive

Southwark 2030: Creating good lives together

Southwark 2030 sets out our vision for our borough that together, we will build a fair, green, and safe Southwark where everyone can live a good life as part of a strong community. This plan sets out the action we will take until 2026 as the first steps towards our long-term vision.

It reflects the administration's priorities for continued action, as well as new commitments to build the foundation of change towards 2030. The commitments under the goals describe the direct action which we are taking. These are specific, measurable commitments which will be monitored by a renewed approach to council performance monitoring.

We will also bring forward strategic work with partners and residents under the direction of the 2030 principles. These commitments will lay the foundations of new ways of working to help tackle structural inequalities, harness the impact of preventative approaches, and empower our people.

This will help us develop more cross-cutting, intelligence-led ways of working to enable us to deliver sustainable change with residents and partners.

"To deliver our vision and goals, we will need to reimagine how we do things and the way we work together."

Southwark 2030

Working with Partners and Government

Our vision for 2030 will only be achieved if we can engage and empower everyone with a stake in Southwark to contribute their efforts. Just as Southwark 2030 was co-designed by our community and our partners, we acknowledge that delivery must be through local, pan-London and national partnership working.

Through our Anchor Network of partners, we will come together as leaders to find shared solutions to deliver our vision and goals. We will work to develop partnership delivery plans and set out the impact of partnership working in our annual reports.

Many of our actions align with the policy agenda announced by the Government in the Kings Speech. There are direct links from the goals in Southwark 2030 to the Government Bills on renters' rights, children's well-being, mental health, skills, employment rights, and crime and policing measures relating to anti-social behaviour. We will also pay particular attention to the needs and contributions of older people in our community, ensuring they are supported and valued as integral members of Southwark.

We will ensure that our delivery plan is flexible and adaptable to enable us to take advantage of opportunities from national and regional government, for instance in supporting schools to deliver the recently announced investment in breakfast clubs.

"This strategy means action. Delivering our vision and goals will require collective and sustained action by everyone with a stake in our borough."

Southwark 2030

The council will continue to be in active contact with the Government to offer our support as a pathfinder for innovation and change, and further develop our relationship with the Mayor of London and the GLA as more devolved power and resources are directed to London.

We will also continue to champion the interests of our residents and our borough by campaigning on issues such as the Future of Council Housing, our leadership to secure an extension to the Bakerloo Line, and our proud advocacy for refugees and asylum seekers.

Delivering Southwark 2030

We need to create the right foundations for delivering Southwark 2030. This will involve creating a delivery approach that has our principles at its heart with the relationships, practical tools, support, and capability to deliver impactful change.

Our Southwark 2030 delivery approach:

- Whole Council approach to delivering change:** The transformation delivered through Southwark 2030 will be truly cross-cutting and collaborative with residents, staff, and partners. It will break down silos, focus on the whole system and enhance relationships.
- Working in partnership:** We will develop shared plans with our partners on areas where working together will have the biggest impact.
- Leveraging our principles to achieve impact:** long-term change will be led by a relentless focus on our principles: reducing inequality, empowering people, and investing in prevention.
- Being insight-led:** We will create a rich understanding of each goal area, including resident insight, engagement, local data, information about Southwark's collective strengths and assets, and the challenges we face in the borough. We will unlock a deeper understanding of residents' lives through approach to evidence and engagement.

Developing a Good Lives Outcomes Framework

Measuring the impact of Southwark 2030 is critical to ensuring that we are successful in delivering our strategic vision.

Our outcomes framework will provide a clear, and structured way to measure the impact of the strategy. It will ensure that as we progress delivery we are moving in the right direction and that Southwark residents benefit from our work. It will also provide a transparent view of change, holding the organisation to account for delivery.

Delivery commitments:

- We will create clear and compelling outcomes for each goal. These will be designed to be aspirational outcomes for Southwark, focused on the positive change that residents will experience.
- We will develop a full Good Lives outcomes framework that includes:
 - The high-level outcome we want to achieve.
 - Measurable indicators that allow us to understand progress and whether delivery of the outcome is being achieved; this will include our resident satisfaction measures, a variety of UK and Local Government data sets, wider customer and socioeconomic information and our own evaluation data.
 - We will align our delivery plans to the achievement of these outcomes, taking an evidence-based approach; drawing on our understanding of what works, and piloting new approaches where there are opportunities to innovate.
- We will baseline the outcomes framework and report annually on progress with a published report to Cabinet.

Our principles

The principles of reducing inequality, empowering people, and investing in prevention are themes which run through all of our actions.

Reducing inequality

We know that the significant inequality in Southwark holds our community back. We are committed to ensuring everyone can access the opportunities, resources, and power they need to thrive. This is the core underpinning principle driving all our commitments.

Our work will help us better understand the impact of inequality in our borough, helping us to gain a more detailed, evidence driven understanding of the experience of people who face discrimination and disadvantage in Southwark.

Empowering people

This principle puts residents in the driving seat of their own lives. By sharing and integrating learning from engagement across all partners, we can better understand the views and experiences of our residents so that we can meet their needs.

In delivering our goals, we will listen more deeply to residents as individuals with specific assets, needs and expectations, rather than just in relation to problems or issues to be resolved. This means we can better meet those needs with the right solution from the right organisation at the right time.

Investing in prevention

In Southwark 2030, we have committed to investing our time, capacity and resources towards help that prevents rather than responds to crises.

This means focusing our resources on helping people to live a good life, and creating a local partnership environment where people can access support, relationships, and practical help at any time, not just when they have a problem.

"If we are to deliver on the promise of this strategy, we will need to unleash the collective talents of residents, communities, organisations and businesses for the good of everyone who calls Southwark home."

Southwark 2030

Goal 1: Decent homes for all

People live in safe, well-maintained homes

A decent home is the foundation of a good life. Safe, well-maintained, and genuinely affordable housing is essential for the health, stability, and wellbeing of Southwark's residents. Southwark is London's largest council landlord, 40% of residents live in one of our homes and we are driving forward one of our country's largest affordable home building programmes.

Housing remains one of the borough's most significant challenges, with over 17,000 households waiting for a home, rising numbers of people experiencing homelessness, and persistent issues of overcrowding, damp, and disrepair. We have a unique responsibility to lead by example in providing high-quality homes and advocating for national policies to support the future of affordable, good quality housing. We are working to improve housing across all tenures, improving services for tenants and leaseholders, building new homes and campaigning at a national level to tackle the housing crisis.

Key achievements:

- **New council homes:** Southwark has built over 650 new council homes in the past two years alone, more than any other area, with more on site being built today.
- **Repairs:** We successfully tackled the repairs backlog created through the covid pandemic period, when social distancing rules meant many repairs in people's homes could not be undertaken, and have introduced repairs action days.
- **Significant investment in housing quality:** We are investing £200 million for repairs and improvements to council housing over two years, focusing on issues such as damp, mould, and fire safety.
- **Support for renters and vulnerable residents:** We have successfully rolled out one of the largest landlord licensing schemes in England, enabling the council to take legal action against 120 rogue landlords and improve conditions in the private rented sector.
- **Building for our changing population:** We are dedicated to designing and building homes that are not only safe and comfortable but also accessible and supportive of independent living by incorporating accessible features. We aim to ensure that older people and residents with disabilities can continue to live with dignity.
- **Tackling homelessness:** We helped over 100 people sleeping rough into secure, long-term homes.

Priorities going forward:

- **Improve housing standards:** We need to strengthen the council's role and performance as a landlord by improving the speed and quality of repair services, ensuring all council homes meet the highest standards of safety and quality and holding ourselves to high standards as a landlord. We also need to develop our powers to hold private landlords accountable for maintaining decent standards in the homes they let and ensure all temporary accommodation is good quality.
- **Increase the supply of affordable housing:** We need to find more ways to build more genuinely affordable homes. We will continue to work with the community, businesses, government and investors to deliver homes that meet local needs.
- **Reduce homelessness and overcrowding:** We will build on the success of initiatives such as Housing First, which tackles the root causes of homelessness by providing people with stable accommodation and tailored support. This will include guaranteeing support to everyone who is

sleeping rough in Southwark to move off the street and move into suitable accommodation, as well as bringing more empty homes back into use.

Action area 1: Improve the standards of council, social and private rented homes

Commitments:

1. Agree a Good Landlord Plan setting out the work we will do to improve our homes, estates and services for our tenants and leaseholders.
2. Upgrade our council homes, investing £250 million over the next three years to make them safer and healthier.
3. Further improve our repairs service, so repairs to our council homes and estates are done on time and right first time.
4. Renew the Aylesbury, Tustin, Ledbury and Abbeyfield estates, delivering better homes and community facilities for residents on the estates.
5. Upgrade our district heating networks, making our older and less efficient networks more affordable, reliable and green.
6. Increase the voice of our council tenants in our services, including by establishing a Housing Management Board, with residents on the board.
7. Improve our services for our leaseholders, trialling leaseholder surgeries on our estates, publishing more detailed information online and establishing a new leaseholder-led board to challenge and strengthen our services.
8. Extend our private sector licensing scheme across the borough so landlords have to meet higher standards.
9. Ensure private tenants have access to free advice services, so support is there if your landlord is acting unfairly.

Action area 2: Increase the number of genuinely affordable homes in our borough

Commitments:

10. Complete our first 2,500 new council homes and continue our work to deliver 1,000 more.
11. Continue to maximise the number of social rent homes delivered in our borough through the planning process, alongside other types of genuinely affordable homes.
12. Building new keyworker homes in Bermondsey.
13. Work with the community to build new community land trust homes in Peckham.
14. Work with the community and partners to find opportunities to build more genuinely affordable homes, including council, social rent, key worker, co-operative and community land trust homes.
15. Deliver new homes designed to enable people to live independently for longer, including homes for older people and people with disabilities and care needs.

Action area 3: Reduce the number of people who are homeless or live in overcrowded housing**Commitments:**

16. Guarantee appropriate support to people sleeping rough in Southwark to move off the street and move into suitable accommodation.
17. Improve support for people who are homeless or at risk of becoming homeless, launching a new improved face-to-face service.
18. Further increase support for council and social housing tenants to move to a home that is the right size for their needs.
19. Bring more empty homes back into use across the private, council and housing association sectors.
20. Make sure that all our temporary accommodation meets our Good Homes Standard.

Goal 2: A good start in life

Children and young people have great childhood that builds on a very solid foundation for adult life

Ensuring children and young people have a good start in life is the foundation of achieving all our other goals. Working with our partners we have achieved excellence in education with 96% of schools Good or Outstanding, safely reduced the number of children in care, delivered 10 years of free school meals and are delivering ground-breaking mental health services for young people. We are investing in children and young people and delivering services together that support all aspects of their lives.

However, deep-rooted challenges persist in Southwark. Residents have consistently highlighted concerns about the impact of rising levels of poverty, growing mental health issues and the legacy of the pandemic on young people.

38% of children are living in poverty in Southwark. More children than ever in Southwark have special educational needs. With a highly transient population, a lot of children start their life in other areas, including unaccompanied asylum-seeking children. 30% of children in our secondary schools do not live in the borough and we also have a high number of care leavers. These factors can create challenges in ensuring that all young people have a happy, healthy start to life. We want all children and young people to have access to out of school opportunities, to be active, take part in culture and have experiences that enrich their lives.

Key achievements:

- **Excellence in education:** Through our Keeping Education Strong strategy, developed with schools, we are working towards ensuring all children in the borough have access to high-quality education and attainment gaps are falling, with 96% of Southwark schools graded as Good or Outstanding.
- **Free school meals:** We have celebrated 10 years of providing free, healthy school meals to primary school children and expanded the programme to include secondary school pupils, benefiting thousands of families and helping to tackle child hunger.
- **Youth investment:** We delivered the £15 million Southwark Youth New Deal, which has provided access to health, scholarships, education, social, and employment opportunities for young people. Through our Southwark Scholarship scheme to help young people aged 18 – 25 to pursue higher education, we have allocated seven university scholarships to the latest cohort, building on the 140 students supported over the last decade by covering the full cost of tuition fees for their chosen undergraduate degree.
- **Improving mental health support:** We became the first council in England to commit to providing mental health support for all children through services such as the Nest Mental Health drop-in service and our Improving Mental Health and Resilience in Schools programme.
- **Safely reducing the number of children in care:** We have strengthened early intervention and family support services, resulting in the lowest number of children entering care in the borough's history and ensuring more families receive the help they need to stay together.

Priorities going forward:

- **Support families:** We want to provide accessible, tailored support to families, with services designed around their needs. This includes expanding early help initiatives and creating stronger partnerships with voluntary and community organisations.

- **Close educational attainment gaps:** We will work with schools to have a strong focus on reducing disparities in achievement for children with special educational needs and disabilities (SEND) and those from disadvantaged backgrounds, ensuring all children can reach their potential.
- **Expand opportunities for young people:** Children and young people should lead rich lives in our borough. We want all young people to have access to free or low-cost extracurricular activities, including sports, arts, and cultural programmes. We will expand our offer and make greater use of our libraries for youth services. We will further develop our sure-start for Teenagers approach, linking with the integrated Children & Family Hubs for seamless 0-19 support for children and parents.
- **Invest in evidence-based approaches:** For example, we will take action to improve speech, language and literacy skills for early years and primary children, so every Southwark child can succeed.

Action area 1: Support families to give their children the best start in their early years

Commitments:

21. Strengthen the services provided by our children and family centre, so families can access the advice, activities and support they need to help their children thrive.
22. Support families to take up their entitlement of early education and childcare for their children.
23. Work with our schools to keep standards high.
24. Invest in evidence-based action to improve speech, language and literacy skills for early years and primary children, so every Southwark child can succeed.
25. Deliver our new sure-start for teenagers' service, so young people and their parents can get support and advice as they grow up.
26. Further extend Southwark's nationally leading free school meals offer, working with schools to roll out free breakfast clubs for more primary school children.
27. Complete the expansion of Charter East School so more children can attend a local secondary.

Action area 2: Improve outcomes for children who face disadvantage, including those with special educational needs & disabilities

Commitments:

28. Deliver more special educational needs and disabilities provision in Southwark so children, young people and parents can access the support they need close to home.
29. Work with Southwark schools to increase inclusion and ensure children can complete their full school education in school with support from the right services.
30. Support more children in care and care leavers to live in or close to Southwark.
31. Work with partners to support more young people with special educational needs and disabilities into good jobs.

Action area 3: Ensure all young people can participate in positive activities**Commitments:**

32. Upgrade playgrounds across the borough so wherever you live you have a local high quality, inclusive and fun playground.
33. Provide a wide range of youth services and activities for young people across the borough.
34. Deliver a free and low-cost holiday food and fun programme for the children who need it most, so every child can access positive activities and be well fed during school holidays.
35. Support school leavers into education, training, and employment.

Goal 3: A safer Southwark

Crime is low and people feel safe

Over the past two years, we have listened to residents' concerns and prioritised tackling crime hotspots, supporting victims of violence, and improving relationships between communities and local policing. Our approach going forward will focus on supporting residents to feel safe in their neighbourhoods, designing interventions with the community, and sustaining enforcement efforts.

Safety is a fundamental need for all residents, but concerns about crime, antisocial behaviour, and violence remain a top priority for Southwark. Residents, particularly women, LGBTQ+ communities, black communities, and young people, have expressed fears about their safety in public spaces, on the streets, and within their homes. Southwark's crime rates are above the London average, and trust in policing remains low, with only 65% of residents saying they trust the Police.

Key achievements:

- **Antisocial behaviour taskforce:** We launched a £2 million taskforce, deploying community wardens to crime hotspots, addressing local concerns, and reducing disorder. This initiative has been supported by a £3 million investment in upgrading CCTV across the borough, with over 500 cameras now monitoring public spaces 24/7.
- **Women's safety:** Working with our partners, we have created 22 safe havens for women, including London's first cross-borough initiative with Lambeth Council. Our award-winning "Through Her Eyes" campaign, which addresses harmful attitudes toward women and has been adopted by over 1,000 schools across London.
- **Youth violence prevention:** We have supported more than 100 young people through the Community Harm and Exploitation Hub, helping those at risk of involvement in violence. Additionally, young residents helped train 100 police officers to improve the fairness of stop-and-search practices.
- **Policing Oversight Board:** This new board has been created with diverse community representation to provide oversight of the Police Trust and Confidence Improvement Plan. It will work towards improving trust and communication between police and the community through offering challenge and advice on critical issues such as stop-and-search, body-worn cameras, and taser use.

Priorities going forward:

- **Being resident-led:** We need to go further to ensure that residents are driving our community safety priorities and that communities are helping us to design safe public spaces and neighbourhoods.
- **Tackling crime and antisocial behaviour hotspots:** We will increase targeted interventions in high-crime areas, focusing on sustaining the work of our antisocial behaviour taskforce and investing in long-term community safety solutions.
- **Reduce violence against women, children, and young people:** We will continue to strengthen partnerships with local organisations to support victims and expand safe spaces and violence prevention programmes.
- **Improve trust in policing:** The council will continue to play a key role in strengthening relationships between residents and police through initiatives like the Policing Oversight Board.

- **Improve the public realm:** Enhancing lighting and CCTV in crime and anti-social behaviour hotspots will help to create safer more inclusive public spaces, especially for women and young people.

Action area 1: Make our borough safer by tackling crime & anti-social behaviour hotspots and their causes

Commitments:

36. Support school leavers into education, training, and employment.
37. Tackle the root causes of crime that may lead people to offend, working with partners and communities to prevent crime.
38. Tackle crime and anti-social behaviour hotspots, using evidence to identify problems, establish a visible presence with the police, and working closely with communities on their concerns.
39. Upgrade our boroughwide CCTV network with new high-definition cameras.
40. Complete our installation of clearer, safer, greener LED street lighting across the borough.
41. Improve the public realm and lighting in crime and anti-social behaviour hotspots to create safer public spaces, especially for women, older people and young people.
42. Take active and proportionate enforcement action to tackle anti-social behaviour and enviro-crime in our borough.
43. Deliver a high-profile community safety campaign to make sure residents know about work to improve safety in the borough and how to access help and support when they need it.

Action area 2: Reduce violence against women, children, and young people

Commitments:

44. Work to end youth violence, putting young people and their families at the heart of our community safety work.
45. Work with young people to make sure they feel safe on their routes to and from school, and the places that they go to regularly.
46. Work with secondary schools and youth groups to promote positive male behaviours towards women and girls, rolling out our Through Her Eyes campaign to all secondary schools and youth groups in the borough.
47. Build on the success of the 'Through Her Eyes' campaign, we will develop a campaign targeted at adult men to promote positive male behaviours towards women.
48. Continue to grow the partnership of organisations signed up to the Safe Havens programme to provide women spaces they can access when they feel unsafe or at risk.
49. Expand the use of the London Women's Safety Night Charter, asking all organisations that operate at night in Southwark to sign up.
50. Launch a Women's Safety Centre, so women experiencing violence or abuse can access all the support they need in one place.

Action area 3: Improve trust and confidence in local policing**Commitments:**

51. Challenge and support the police to rebuild trust and confidence in local policing, particularly among women, young people and the Black and LGBTQ+ communities. Including by supporting the work of the Policing Oversight Board.
52. Work with the local community and police to ensure stop and search is used fairly and appropriately.

Goal 4: A strong and fair economy

We all benefit from Southwark's economic growth

Southwark is an economic powerhouse in London; our economy is diverse and thriving, generating £20bn a year; however, not everyone shares in this success. One in ten Southwark households have an income of less than £15,000 a year, and while the borough benefits from a wealth of jobs and business opportunities, disparities in income and employment mean that many residents are struggling.

Tackling low pay, supporting residents into good jobs, and ensuring the benefits of economic growth are shared across the community are vital to achieving a fair and inclusive Southwark. We have already taken bold steps to address economic inequalities, from creating thousands of new apprenticeships and jobs to increasing the number of Living Wage employers. Moving forward, we aim to further boost local economies, support people out of poverty, and create inclusive, vibrant town centres that meet the needs of all residents. This includes helping older people, carers, those with disabilities and long-term health conditions to access jobs and training opportunities, ensuring that everyone can contribute to and benefit from Southwark's prosperity.

Key achievements:

- **Job creation:** We have delivered over 16,000 jobs and apprenticeships, including 1,900 green jobs, as part of our commitment to a greener, fairer economy. We have also trained more than 800 residents in green skills through the London South Bank University Green Skills Hub.
- **Tackling low pay:** Our living wage unit has doubled the number of local employers accredited as Living Wage employers, resulting in over 6,000 workers receiving pay increases.
- **Cost-of-living support:** We have provided more than £40 million through the Cost of Living Fund, including cash payments to struggling families. Free school meals have been expanded to children from low-income families in our secondary schools.
- **SC1 Life Science District:** Working with Kings University, we have established Southwark's world-class health and life sciences innovation district; driving investment and creating new employment opportunities.

Priorities going forward:

- **Create more good jobs and apprenticeships:** We will work to expand opportunities in high-growth sectors such as life sciences and green industries and continue to provide tailored training to help residents access these roles.
- **Support people out of poverty and low pay:** We will go further to increase the reach of the Living Wage scheme and provide pathways for residents in low-paid or insecure work to move into better-paid employment.
- **Supporting our local economy:** We will increase the proportion of goods and services that the council and other big institutions in Southwark buy from local businesses, cooperatives, social enterprises, and charities, including Black, Asian, ethnic minority and women-led businesses and third sector organisations.
- **Revitalise town centres:** Further investment in Southwark's town centres will help to sustain vibrant, inclusive spaces that serve as hubs for businesses, communities, and culture.

- **Create cultural spaces:** We will work with Southwark's diverse communities to ensure they have dedicated cultural spaces that are run by and for the community they serve.

Action area 1: Create even more good jobs and apprenticeships, and help Southwark residents into them

Commitments:

53. Complete the creation of 2,000 green jobs.
54. Grow our health and care research and innovation industries, through our SC1 partnership with local hospitals, universities and businesses to create more good jobs for Southwark residents.
55. Increase the proportion of goods and services that the council and other big institutions in Southwark buy from local businesses, cooperatives, social enterprises, and charities, Black, Asian, minority ethnic, disabled, and women-led businesses, and third sector organisations.
56. Help more residents access jobs within the council and with Southwark's big employers.
57. Deliver free support for people who face the most barriers to get a job, including young people, people with disabilities, people with long term health conditions, and parents and carers returning to work.
58. Complete the delivery of 2,000 apprenticeships for local people.
59. Provide localised support to Southwark residents who want to start businesses, cooperatives and social enterprises, with a focus on entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic, and disabled people.
60. Create 250 paid internships for young people from disadvantaged backgrounds over the lifetime of the administration.

Action area 2: Support people out of poverty and low pay

Commitments:

61. Support residents through the cost of living crisis, working with the voluntary and community sector, NHS, Schools and wider partners to get help to those who need it most, including through our Cost of Living Fund.
62. Extend our Southwark Energy Savers Scheme, so people on low incomes can access the best advice to keep your gas and electricity bills down.
63. Complete our work to double the number of Southwark employers who pay at least the London Living Wage to all their staff.
64. Deliver a public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership.
65. Provide free, accessible English, maths and digital skills courses which meet the needs of local people.

Action area 3: Ensure our town centres thrive and serve our whole community**Commitments:**

66. Deliver a programme of major town centre improvements, including new town centres at Canada Water and Elephant and Castle, a new arts centre in The Blue, improvements to East Street Market and major upgrades to Peckham Library square and Station squares.
67. Support business on our high streets, including through our Thriving High Street Fund.
68. Continue to improve our library services, including through upgrades to Dulwich and Brandon libraries.
69. Work with Southwark's diverse communities to ensure they have vibrant community and cultural spaces run by and for the communities they serve, including a new LGBTQ+ cultural space, Latin American cultural space, modern Black African and Caribbean elders centre and Southwark Pensioners Centre.
70. Increase the amount of affordable workspace in the borough, using council, partner, and investor assets.
71. Work with partners to make Southwark one of the most digitally inclusive and connected boroughs in London.

Goal 5: Staying well

People across our whole community can have good health and wellbeing

Good health is critical to a good life. Over the past two years, Southwark has made significant progress in expanding mental health services, supporting carers, and tackling health inequalities. Building on this work, we aim to ensure that every resident can access the care and support they need to stay healthy and lead fulfilling lives.

On top of our core investment in free school meals, free swimming, the health champion programme and the wide range of public health support in the borough, we will continue to develop opportunities that people enjoy and that support a healthy life. We also recognize the unique challenges faced by older people and individuals with disabilities and will prioritise accessibility and inclusivity in all our health initiatives.

Many residents experience poor mental and physical health, often linked to wider challenges such as housing, income, and social isolation. Addressing these issues through early intervention, preventative care, and community-based support is essential to improving the overall wellbeing of Southwark's diverse population.

Key achievement:

- **Mental health services:** £2 million invested in mental health and resilience in schools, expanding the unique Nest service to nearly 100 schools. This service offers walk-in support for children and young people.
- **Support for unpaid carers:** The council offers a wide range of support to carers, including young carers, ensuring we can meet their needs and they can access the help when they need it.
- **Improving care:** We have introduced our Residential Care Charter to ensure care is safe, high-quality and ethical. 71% of care homes now have a Family Forum so residents have a place to raise any concerns about their loved ones' care. We have 168 Community Health Ambassadors across Southwark. These Ambassadors provide a vital service in their communities, working to increase the uptake of life saving vaccinations and cancer screenings.
- **Addressing health inequalities:** We are tackling health inequalities currently experienced by Black, Asian and global majority residents. Our recently published Southwark Maternity Commission highlighted disparities in outcomes for Black, Asian, and minority ethnic mothers, and committing to transformative changes in maternity care.

Priorities going forward:

- **Empower residents:** We will ensure all residents are heard in relation to their health and wellbeing. For example, we will ensure the Inclusive Southwark Forum enables people with disabilities to have a stronger say in the future of the borough.
- **Expand access to mental health support:** We want to work with the NHS and partners to ensure timely and comprehensive support for residents of all ages, with a focus on early intervention and community-based services.
- **Tackle health inequalities:** We will strengthen preventative health programmes, particularly in communities facing the greatest disparities in outcomes.

- **Support people with long-term conditions and disabilities:** We will work with the NHS and partners to strengthen services for those managing chronic conditions, ensuring their carers are well-supported.
- **Expand leisure access:** We will deliver a new leisure centre at Canada Water and provide high-quality and targeted leisure provision to improve accessibility and improve health.

Action area 1: Ensure every child and adult can get the mental health support they need when they need it

Commitments:

72. Work with the NHS and schools to provide mental health support to all children and young people who need it, including through the Nest.
73. Develop an innovative mental wellbeing support service for adults that is designed and delivered with and for people across Southwark's diverse communities.
74. Ensure that women have access to mental health and wellbeing support during and after pregnancy.

Action area 2: Help more people stay well, reducing the inequalities in health across our community

Commitments:

75. Work with local businesses, community groups and schools to ensure everyone in Southwark has access to healthy, affordable food within a short walk of their home.
76. Continue to improve our leisure centres, outdoor gyms and sports facilities, so they enable more people to have better health and wellbeing and help to reduce health inequalities, including through major upgrades to Marlborough Gardens, Burgess Park and Brimmington Park sports centres.
77. Support people at high risk of ill health including our Black, Asian, and ethnic minority communities to live healthier lives and access preventative care through our 'Health in the High Street' outreach programme.
78. Improve outcomes for women receiving maternity care, working with the NHS and partners across Southwark to close the gap for Black, Asian, and ethnic minority communities and implement the recommendations of the Southwark Maternity Commission.
79. Support the NHS to provide more timely care and reduce waiting lists by integrating health services in local communities.

Action area 3: Improve the wellbeing of people with long term conditions and disabilities and their carers

Commitments:

80. Deliver a programme of support for all unpaid carers.
81. Roll out our Residential Care Charter to ensure Southwark residential and nursing homes have high standards of care, with fair pay for care home staff. Including every home having a Family Forum so you have a place to raise any concerns about your loved one's care.
82. Ensure the Inclusive Southwark Forum enables people with disabilities to have a stronger say in the future of the borough.

83. Look for opportunities to bring social care services in house, under the control of user-led groups or into cooperative ownership.

Goal 6: A healthy environment

Our parks, open spaces and environment is clean, green, and healthy

A clean, green, and healthy environment is essential for the health and wellbeing of Southwark's residents and future generations. Southwark has already taken positive steps to tackle the climate emergency, planting thousands of new trees, improving cycling infrastructure, and funding community energy projects.

By investing in sustainable infrastructure and enhancing natural assets, we can create a greener, healthier borough for everyone. Residents have told us they want to see a fairer approach to tackling climate change that is mutually beneficial for both people and the environment; they would like to see visible leadership on climate, with larger organisations taking the lead, and everyone doing their bit.

The borough faces environmental challenges, including air pollution, the effects of climate change, and unequal access to green spaces. Going forward, we will prioritise clean transport, green energy, and biodiversity to build a sustainable future. We will also ensure that we are adapting to the impact of climate change such as flooding and excessive temperatures.

Key achievements:

- **Tree planting and biodiversity:** We have planted 13,000 new trees over two years, bringing the total to over 100,000 trees across the borough. We have raised over £1 million for nature projects through the Community Investment Scheme.
- **Improved green spaces:** We've improved our much-loved green spaces including Cossall Park, Burgess Park and Victory Park, and refurbishments to 19 council-managed tennis courts across the borough.
- **Clean transport initiatives:** There are over 3,000 new bike hangar spaces as part of the "Streets for People" initiative, promoting cycling and reducing car dependency.
- **Community energy projects:** 22 projects have been supported with £400,000 in funding to reduce energy use and promote sustainability.

Priorities going forward:

- **Fairer approach to tackling climate change:** We need to continue to innovate to ensure that climate change is tackled in an equitable way.
- **Expand green spaces:** Access to parks and natural areas, biodiversity and environmental resilience will continue to be prioritised. Our Green Spaces Plan will improve parks and green spaces across the borough and boost biodiversity.
- **Promote sustainable and accessible transport:** Continue our successful Streets for People initiative including investment in walking and cycling infrastructure will continue, including more bike hangars and safe pedestrian routes. We will work with partners to upgrade Southwark's train and tube stations and campaign for step-free access at all our stations.
- **School Streets:** Every local school will have a School Street or other new clean air and road safety measure to ensure all young people experience healthy and safe access to schools.
- **Improve energy efficiency:** We will find ways to access funding to retrofit homes and public buildings with clean, green energy solutions to reduce emissions and energy costs.

Action area 1: Create more green space and biodiversity for our community to enjoy

Commitments:

84. Work with local people to create more green spaces, nature sites, woodlands and urban planting and develop a new Green Spaces Plan for our borough.
85. Deliver major improvements to our parks and green spaces across the borough, including Alexis, Bramcote, Elephant, and Guy's parks.
86. Work with local people to create more opportunities to be involved in planting and greening within the borough.
87. Increase the land and support available for residents who want to grow their own food.
88. Ensure neighbourhoods across the borough benefit from more tree canopy cover.

Action area 2: Help people and businesses switch to healthy, clean and green transport

Commitments:

89. Further strengthen the council's Climate Change Action Plan to focus on delivery to 2030.
90. Roll out a long-term programme to deliver a safe, connected and accessible walking and cycling network, so wherever you are in Southwark the walking network is within 200m and the cycling network within 400m.
91. Deliver a programme of Streetspace zones to make our roads safer, greener and healthier, with reduced traffic and more space for people and nature.
92. Act to improve air quality and road safety at every Southwark school, so every local school has a School Street or other new clean air and road safety measure, by 2030.
93. Double the number of cycle hangars so you can store your bike close to your home, stations and in town centres.
94. Work with partners to upgrade Southwark's train and tube stations and campaign for step-free access at local stations, including Nunhead & Peckham Rye.
95. With our partners, we will lead the campaign to secure the Bakerloo Line upgrade and extension.
96. Support Transport for London in their work to make all buses zero emissions.
97. Deliver more electric charging points across the borough.

Action area 3: Make our buildings energy efficient with clean, green power

Commitments:

98. Upgrade council homes to make them warmer and greener, helping to reduce bills and carbon emissions.
99. Further strengthen our planning policies to ensure all new developments meet high green standards in both construction and use.
100. Halve the council's own carbon emissions again from operational buildings and vehicles by 2026.
101. Support community energy projects to generate clean power and reduce energy bills.

102. Enable local people and businesses to invest in climate action in the borough through Southwark Green Finance.

Goal 7: A well-run Council

Leading by example to deliver high-quality, accessible services that meet the needs of all residents

A well-run council is essential to ensuring that Southwark is a great place to live, work, and thrive. The council must lead by example, delivering high-quality, accessible services that meet the needs of all residents. This requires a relentless focus on value for money, ensuring every pound spent works hard for our community.

It also means understanding the diverse needs of our residents, working in partnership with our communities, breaking down barriers to access, and ensuring that resources are allocated fairly to those who need them most. By fostering transparency and accountability, we aim to build trust with our residents and partners and ensure Southwark is a great place to live for everyone.

Key achievements:

- **Community funding:** We are investing over £20 million in neighbourhoods through funds such as CIL, S106, and voluntary sector grants, and delivering simplified grant processes to make it easier for organisations to access support.
- **Culture together:** 21,649 Southwark residents have benefitted from Culture Together grants. This supports a wide range of projects across the borough and contributes to a diverse arts and culture programme, including theatre, dance, and classical music.
- **Excellent libraries:** We have opened two new libraries on the Aylesbury and Kingwood estates and continue to expand the range of services we are offering through our library network.
- **Providing value for money:** As of the latest data, we rank 8th lowest among London boroughs for council tax costs, maintaining our position from last year.
- **Progress in zero carbon pensions:** We have been investing pension funds in into zero carbon funds to help tackle climate change.
- **Good rates of resident satisfaction:** 71% of residents are satisfied with the council and 72% residents say they trust the council; these are higher than London averages and LGA benchmarked data.

Priorities going forward:

- **Deliver high-quality services:** We want to make services easier to access and more responsive to residents' needs, ensuring fair access across all communities. Our services will be highly efficient, providing a good experience and outcomes while maximising value for money. We will improve contact centre performance and customer responsiveness, and increase digital service.
- **Empower communities:** We will work to strengthen Southwark's network of community-led hubs, so all residents can get involved in giving back to their community, find local activities and access free help and advice. We'll also support residents to develop a community plan for each neighbourhood to help people shape where they live.
- **Ensure our workforce is representative:** The council will continue to make progress to ensure that the council's workforce at every level is representative of Southwark's population.
- **Cultivate powerful partnerships to tackle inequality:** Fostering partnerships with residents, businesses, and other stakeholders we will drive innovation and deliver Southwark's 2030 vision. We

will develop a State of the Borough Inequalities Report to build a detailed intersectional understanding of the impacts of inequality.

- **Value for Money:** We will increase the value for money of our buildings, reviewing our entire estate and making sure we have the buildings we need, with green and efficient utilities.

Action area 1: Delivering high-quality, responsive, and effective customer service

Commitments:

103. Working with our diverse communities to design the services we provide and support people to deliver for their community, setting out our approach in a new community engagement framework developed with our communities.
104. Strengthening how the council works with the community in our neighbourhoods to empower residents to shape the places they live in.
105. Develop a council plan in response to the Southwark state of the voluntary and community sector report.
106. Working with all of our partners we will deliver our Borough of Sanctuary action plan to ensure our migrant, asylum seeker and refugee communities can lead good lives in our borough.
107. Ensure the council's workforce at every level is representative of Southwark's population.

Action area 2: working with our communities to deliver change in Southwark

Commitments:

108. Keep our streets and estates clean, delivering our Streets Transformation programme to tackle graffiti and fly tipping hotspots in our estates and town centres.
109. Ensure Southwark has one of the highest recycling rates in inner London with an easy-to-use food waste service.
110. Continue to improve our contact centre, improving call waiting times and customer responsiveness.
111. Increase the number of council services which are available digitally so residents can access them at any time of the day and receive automatic updates.
112. Improve the council's complaints service so complaints are resolved promptly and fairly.

Action area 3: ensuring every pound spent works hard for our community

Commitments:

113. Further strengthen the council's approach to procurement, increasing social value for residents for each pound we spend, including continuing to lead in bringing council services in house where feasible and doing so delivers better value for our residents.
114. Increase the value for money of our council buildings, reviewing our corporate estate to make sure we have the right building to deliver the services our residents need.
115. Make the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner.

Our next steps

We are turning our commitments into action to deliver Southwark 2030. Building on the principles and goals outlined in the 2030 strategy, we are prioritising delivery plans, measurable outcomes, strengthened partnerships, and collaborative approaches to tackle the challenges facing our borough.

To ensure progress, we will mobilise our delivery across all goal areas. These plans will align with the principles of reducing inequality, empowering people, and investing in prevention. Our flagship projects will drive long-term change, breaking down silos and fostering innovative, cross-cutting approaches to deliver change. These efforts will focus on the areas that matter most to residents.

A key step forward will be the development of our performance framework, which will help us measure the impact and outcomes of our work. By taking an evidence-based approach, informed by local data, resident engagement, and insight from our partners, we will ensure our actions are effective and transparent. Annual reports will provide accountability and enable us to adapt and refine our efforts as we move forward.

Partnerships are central to achieving the Southwark 2030 vision. We will continue to work closely with our Anchor Network of partners across public services, the voluntary sector, and local businesses to develop shared delivery plans.

As we look ahead, our Southwark 2030 Delivery Plan represents a shared commitment to building a borough where everyone can live a good life. By focusing on delivery, measurable outcomes, and collaboration, we will turn our shared vision into a reality—ensuring Southwark is fairer, greener, and safer for all. Together, we can create good lives for everyone.

**APPENDIX 2**

Southwark 2030 - Equality Impact and Needs Analysis

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Southwark 2030 Delivery Plan					
Equality analysis author	Livia Katz, Strategy and Policy Manager, Strategy and Communities					
Strategic Director:	Rhona Cadenhead, Assistant Chief Executive, Strategy and Communities (Interim)					
Department	Strategy and Communities	Division	Strategy and Impact			
Period analysis undertaken	July - November 2024					
Date of review (if applicable)	N/A					
Sign-off	Tricia Boahene	Position	Head of Strategy and Impact	Date		
				19/12/2024		

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

1.1 Brief description of policy/decision/business plan

Southwark 2030 (S2030) is our ambition for what Southwark should look and feel like by 2030. It has been co-designed with strategic partnership institutions and people who live, work, study and visit the borough, it sets our joint vision and priorities for the next 7 years.

Southwark is home to more than 300,000 people, 18,000 businesses, a thriving community and a world class cultural scene. Southwark is diverse borough, both in terms of the work that we do and the communities that we serve. The strategy must therefore respond to a wide range of issues and needs to deliver the best outcomes for all, and to reduce inequality in the borough.

This strategy sets out a vision for 2030, three principles for how it will be delivered and six goals that will help us achieve it.

Our vision for 2030:

- **Together, we will build a fair, green and safe Southwark where everyone can live a good life as part of a strong community.**

A good life is a life that is rewarding and enjoyable in which you are valued, respected and safe from harm, feel connected with people who matter to you and have purpose in your life. The foundations for a good life in Southwark are good jobs, good incomes, good health, good homes, a good education and a good environment.

The principles that will guide how we deliver it are:

- reducing inequality,
- empowering people, and
- investing in prevention.

We will realise this vision by achieving the six goals set out below.

- **Decent homes for all** – people live in safe, well-maintained homes.
- **A good start in life** - children and young people have a great childhood that builds a strong foundation for adult life.
- **A safer Southwark** – crime is low and people feel safe.
- **A strong and fair economy** - we all benefit from Southwark's economic strength and growth.
- **Staying well** - people across our whole community can have good health and wellbeing.
- **A healthy environment** - our environment is clean, green and healthy.

We anticipate that S2030 will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality, particularly for certain racial groups, and children and young people.

Alongside the equality activities outlined above, we are also undertaking wider programmes of work to reduce inequality in our borough. These include Southwark Ways of Working, Fairer Futures for All, the Southwark Framework for Equality and Southwark Stands Together.

S2030 goals will be delivered and monitored through a Delivery Plan and Outcomes Framework. Alongside the development of these, we will undertake further exploration of the available EDI data to inform our outcome ambitions. This will enable effective monitoring and evaluation of the S2030 goals. This will provide a baseline by which S2030 and the accompanying plans can demonstrate reductions in inequality and how they help to meet the needs of all Southwark population, identify gaps and establish mitigations.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<ul style="list-style-type: none"> • Southwark residents • Southwark partners, VCS organisations and community groups • Southwark employers and businesses • People that are employed or study in Southwark • People that visit Southwark
Key stakeholders were/are involved in this policy/decision/business plan	<p>We have undertaken 3-stage process to develop S2030:</p> <ul style="list-style-type: none"> • Research, collaborate and plan. Building on what we know and the strengths of the borough, we have convened people who live, work, study and visit Southwark to help build a collective vision and ambition. • Engage, listen and learn. We have engaged widely across the borough (including those whose voice is not often heard) to ask questions, listen and understand what they want the borough to look and feel like in 2030. • Test priorities and develop plans to achieve them. We have tested what people have told us, asked them what they would prioritise, and developed time-bound pieces of work together that will deliver S2030. <p>Consideration of equality outcomes and our commitment to reduce inequality in the borough has been a core principle for S2030. To support this, we have ensured that S2030 has been co-designed and co-produced with our local partners.</p> <p>Key partners</p> <ul style="list-style-type: none"> • We have engaged with key partners, including health partners, voluntary and community sector organisations, education partners, local businesses and housing providers. • These included: <ul style="list-style-type: none"> ○ Better Bankside ○ Charter Schools Educational Trust ○ Community Southwark ○ Guys & St Thomas's NHS Foundation Trust ○ Kings College London ○ London College of Communication ○ London South Bank University ○ Metropolitan Police ○ Partnership Southwark ○ Peabody Housing Association ○ South London and Maudsley NHS Foundation Trust (SLAM) ○ The Tate Modern ○ Team London Bridge ○ Vodafone UK ○ Southwark Pensioners ○ South London Mission ○ Southwark Council

	<p>Engagement with residents and people that visit the borough</p> <p>We proactively sought input to this strategy from people that live, work and visit Southwark.</p> <p>We engaged with our residents through:</p> <ul style="list-style-type: none">• 8 in-depth conversation events with over 2000 residents.• Listening events with over 750 residents, delivered in different places and at different times to maximise inclusion.• An online survey with over 1000 responses made widely accessible through different formats.• Testing what we had captured with three workshops, online surveys, and post boxes in public spaces to test what we heard and the themes and ambitions from the engagement activity.• Three partner workshops (with more planned to consider implementation of the strategy).• 10 detailed research groups with 70 randomly selected residents who were representative of the Southwark community. <p>We acknowledge that there are often imbalances in the voices that are heard through processes such as this. We made a particular effort to ensure the process was accessible and representative of Southwark's demographics. To achieve this, we proactively targeted certain groups that do not normally engage, for example by engaging with groups through listening events with existing forums or offering alternative times and methods for engagement.</p> <p>Throughout the process, we collected data on who was taking part and their backgrounds to ensure we reached as many people as possible through the engagement activity. This led us to also arrange additional events that targeted certain groups who may have otherwise been underrepresented. For example, we became aware that the Latin American community were not as represented as we had hoped. To address this, we worked with local organisations such as the Latin American Women's Rights Service (LAWRS) and Indo-American Refugee and Migrant Organisation (IRMO) to encourage their networks to attend the Conversations, to run drop-ins at pre-existing groups and in one instance run a dedicated Southwark 2030 focus group. This enabled us to ensure the voice and ideas of this community were reflected. In addition, pop-up stands were set up at specific locations where it was important to reach audiences that were less represented in the engagement.</p> <p>A summary of who has engaged in the development of Southwark 2030 is below:</p> <p>Sex</p> <p>Females were slightly overrepresented in Southwark 2030 Conversations making up 63% of attendees compared to being 51.5% of the borough's population. Recognising the need to hear from more males we reached out to several organisations who targeted men and had mixed success, although we were able to hear from a considerable</p>
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	<p>number of young males through the Latin American football teams as well as via our youth clubs. A higher percentage of males engaged with the survey than the conversations/listening events.</p> <p>Disability</p> <p>13.3% of attendees at the Southwark 2030 Conversations declared themselves to have a disability which is similar to the borough's population, of which 14% are disabled. To note, there were a significant number (19.8%) of attendees who did not answer the question about whether or not they had a disability.</p> <p>Ethnicity</p> <p>Attendance at Southwark 2030 conversation events was broadly representative of the borough's different ethnic backgrounds. There was a slight over representation of the Latin American community as these were a group from whom the council particularly wanted to hear from due to historically low levels of engagement.</p> <p>Age</p> <p>Compared to the Census 2021 data fewer younger people (under 34) attended the conversations and this was particularly prevalent for those under 18. We were aware this may be an issue and developed a work stream specifically looking at reaching out to young people. This included, youth clubs, schools, colleges and other groups that engage with young people (for example several Latin American football teams) to ensure their ideas were heard through the process.</p>
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Section 4: Pre-implementation equality impact and needs 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, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). 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 socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) 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:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under-represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future for All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

<p>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).</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p> <ul style="list-style-type: none"> It is anticipated that S2030 will have a positive impact across age groups, though the extent to which it will impact groups will differ. In particular: <ul style="list-style-type: none"> ensuring decent homes for will impact those in housing that is rented from the council, where over 65s are over-represented. ensuring that children and young people have a good start in life will disproportionately benefit those under 25. ensuring that there is greater support in early years will help children get the best start in life. ensuring a safer Southwark also includes a focus on benefits for children and young people and work to increase trust and confidence in local policing may better support those from Black backgrounds where confidence in policing is often lower. ensuring a strong and fair economy will benefit those of working age to access more good jobs, apprenticeships and additional support out of poverty and low pay. Ensuring staying well is accessed earlier through preventative services is particularly important for our ageing population which has increased by 15% since 2011, and which will help to keep our ageing population well, mobile and independent longer. The delivery of 1240 'green jobs' by 2030 will support working opportunities for the working age population. 	<p>Potential Socio-Economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</p> <ul style="list-style-type: none"> Ensuring that children and young people have a good start in life also includes a commitment to improve outcomes for children who face disadvantage. We are also taking an intersectional approach with a particular focus on providing additional support for children and young people and their families from socio-economically disadvantaged backgrounds. S2030 will ensure that all children and young people to have access to out of school opportunities to be active, take part in culture and have experiences that enrich their lives. These costs of these activities can often be prohibitive to families facing socio-economic disadvantage. S2030's commitment to support people out of poverty and low pay will particularly benefit those of working age who also face socio-economic barriers. Support for housing may support young people who are more likely to live in overcrowded accommodation and is particularly relevant as Southwark has higher youth homelessness than London or England average. Reduction of number of people that are digitally excluded is more likely to remove barriers in to work and will provide improved access to services, information and opportunities especially for people aged 55 and over.
<p>Equality information on which above analysis is based</p> <ul style="list-style-type: none"> The average age (32.4 years) in Southwark is more than two years younger than London, and almost seven years younger than England. There were almost 20,000 children under 5 in the most recent census, just over 6% of the population. While Southwark's population is comparatively young compared to London and England, this is not driven by a large number of children and young 	<p>Socio-Economic data on which analysis is based</p> <ul style="list-style-type: none"> In 2021/22 approximately 23,000 children aged 0-15 in Southwark were living in poverty, after housing costs were factored in, equating to 36% of children in the borough. JSNA Annual Report (southwark.gov.uk) Individuals under 44 are more likely to live in overcrowded housing.

<p>people. It is primarily the result of the large number of young adults in their 20s and 30s.</p> <ul style="list-style-type: none"> • 71% of the population in Southwark aged 16+ were economically active and 65% were in employment in the 2021 Census. • In 2021/22 approximately 23,000 children aged 0-15 in Southwark were living in poverty, after housing costs were factored in, equating to 36% of children in the borough. • In the year ending March 2020, 74% of people aged 16 and over in England and Wales said they had confidence in their local police. • In every year shown, a lower percentage of Black Caribbean people had confidence in their local police than White British people. <p>Appendix D – Southwark Key Housing Stats 2020 Southwark Demographics - Southwark Council Confidence in the local police - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk)</p>	<p>Overcrowded households - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk)</p> <ul style="list-style-type: none"> • In 2021, in Southwark there were 469 households owed a prevention or relief duty under the Homelessness Reduction Act where the main applicant is 16-24. This represents a rate of 3.5 people per 1,000, which is higher than both the rates for England (2.4 per 1,000) and London (2.5 per 1,000). • Child and Maternal Health - Data - OHID (phe.org.uk)
<p>Mitigating and/or improvement actions to be taken</p>	
<p>We will continue to monitor the performance of Southwark's programme and goals, including their impact on different age groups, to ensure that particular groups are not disadvantaged.</p>	

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.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> • It is expected that S2030 will have a positive impact on those with disabilities. • Areas of particular relevance are: <ul style="list-style-type: none"> ◦ Ensuring decent homes for all will improve standards of council housing and ensure greater accessibility. ◦ Ensuring that children and young people have a good start in life will include consideration of support for the 19% of Southwark children with SEND. ◦ Helping people to stay well will help to improve the wellbeing of people with long- 	<ul style="list-style-type: none"> • Research shows that in London overall, families that include a disabled person are more likely to be in poverty than families without a disabled person. The research shows that there is a clear trend between the level of deprivation in a neighbourhood and the proportion of the population that is disabled. • There is a correlation between the affluence of an area and the amount of green space available to residents – this can exacerbate existing physical

<p>term conditions and disabilities and their carers'.</p> <ul style="list-style-type: none"> ○ Reducing violence against women and girls will also support those living with disabilities where prevalence may be higher. In the year ending March 2019, disabled women were more than twice as likely to have experienced domestic abuse (17.3%) than non-disabled women (7.0%). ○ Ensuring every child and adult are able to access the mental health support they need will ensure that all people regardless of age, ethnicity, gender and background have the services they need to support more independent and fulfilling lives. ○ We will also ensure that all children and young people with special education needs (SEN) will receive the support they need and have access to the space they need to grow and learn. ○ Ensuring improved green spaces across the borough that accessible for everyone will support and improve all residents' mental and physical well-being. ○ Disability and crime, UK - Office for National Statistics (ons.gov.uk) 	<p>and mental health inequalities - especially as poorer residents are less likely to have access to private gardens (Cordis Bright).</p> <ul style="list-style-type: none"> ● It is envisaged that improving our green spaces particularly in deprived areas will improve pollution levels across the borough, promote mobility, more exercise and will generally improve the overall well-being of residents, particularly those from disadvantaged backgrounds. ● Improving access for those people who are digitally excluded is expected to provide greater support and opportunities for people with certain disabilities that may find it harder to engage with digital content. ● The increase in free provision for activities such swimming, gym membership, healthy living programmes is expected to provide a reduction in socio economic and ethnic inequalities in the prevalence of severe mental illness.
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which analysis is based</p>
<ul style="list-style-type: none"> ● In 2021, 8.2% of Southwark residents were identified as being disabled and limited a lot. ● 14% had a disability at the time of the 2021 Census. This rises slightly to 18% when using age-standardised proportions, suggesting that Southwark has a slightly higher than expected number of disabled residents, despite having a comparatively young population. ● 25% of households in the borough had a least one person with a disability, as defined in the Equality Act 2010. ● Southwark Demographics - Southwark Council ● Disability and crime, UK - Office for National Statistics (ons.gov.uk) 	<ul style="list-style-type: none"> ● Census 2021 deep dive: disability and deprivation in London Trust for London ● Cordis Bright, Southwark Council - Population Needs Assessment, September 2023, p.63. Accessed January 2024.
<p>Mitigating and/or improvement actions to be taken</p>	
<p>We will continue to monitor the performance of Southwark's programme and goals, including their impact on those living with a disability, to ensure that particular groups are not disadvantaged.</p>	

Gender reassignment:

- The process of transitioning from one gender to another.

<p>Gender Identity: Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<ul style="list-style-type: none"> It is expected that S2030 will have a neutral/ positive impact on people who have reassigned their gender. There may be some positive impact as part of Goal 5, reducing inequalities in health. There is increasing academic evidence that key public health challenges disproportionately impact the LGBTQI+ population group, with higher levels of smoking, alcohol use, incidence of some cancers and mental ill-health. LGBTQI+ individuals also experience discrimination and homophobia when accessing health, care and other services. Therefore, we hope that a reduction in health inequality will support better health outcomes for this group. It is envisaged young people and adults who identify as LGBTQ benefit from services such as the NEST drop-in service and Mental Health and Resilience in Schools programme to positively tackle the impact of those who have experienced homophobia and discrimination enabling this group to participate and engage in activities that yield positive lifelong outcomes. JSNA Annual Report (southwark.gov.uk) It is anticipated that the goal in the strategy focusing on increasing levels of trust with the Police will apply to those in the LGBTQI+ community, whereby the recent Casey Review (2023) found that over half of LGBTQ+ Londoners do not have confidence in the Met to treat people equally and fairly and found the Met to be institutionally homophobic. <p>BARONESS CASEY REVIEW Final Report (met.police.uk)</p>	<ul style="list-style-type: none"> Southwark has the 4th largest LGBTQI+ population in England, with 8% of residents identifying as non-heterosexual.
<p>Equality information on which above analysis is based.</p>	<p>Socio-economic data on which analysis is based</p>
<ul style="list-style-type: none"> 1.2% of residents had a gender identity different from their sex registered at birth. Half this group used no specific gender identity term; the rest generally used 'trans woman', 'trans man' or 'non-binary'. These are probably substantial under-estimates. 7.3% of Southwark residents did not answer. As at March 2021, Southwark had 500 trans man, 450 trans woman and 400 non-binary identified residents. Southwark Demographics - Southwark Council 	<ul style="list-style-type: none"> -
<p>Mitigating and/or improvement actions to be taken</p>	
<p>We will continue to monitor the performance of Southwark's programme and goals, including their impact on different gender identities, to ensure that particular groups are not disadvantaged.</p>	

<p>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 a 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.)</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage
<ul style="list-style-type: none"> It is expected that S2030 will have a neutral impact on people based on their marital status. 	<ul style="list-style-type: none"> -
Equality information on which above analysis is based	Socio-economic data on which analysis is based
<ul style="list-style-type: none"> Most residents were single (never married and never in a civil partnership), making up 60% of the population aged 16 and over. This has increased since the 2011 Census. Southwark Demographics - Southwark Council 	<ul style="list-style-type: none"> -
Mitigating or improvement actions to be taken	
<p>We will continue to monitor the performance of Southwark's programme and goals, including their impact on different marital statuses to ensure that particular groups are not disadvantaged.</p>	
<p>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 includes treating a woman unfavourably because she is breastfeeding.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage
<ul style="list-style-type: none"> It is expected that S2030 will have a positive impact on pregnancy and maternity. There may be some positive impact as part of our goal to reduce inequalities in health that may disproportionately affect pregnancy and maternity care but this is not judged to be significant. Reducing violence against women will also better support women in pregnancy, as pregnancy can be a trigger for domestic abuse. Domestic abuse in pregnancy - NHS 	<ul style="list-style-type: none"> -
Equality information on which above analysis is based	Socio-economic data on which analysis is based
<ul style="list-style-type: none"> New mothers in Southwark come from a diverse range of backgrounds, with 55% being from outside the UK. The most common non-UK countries of birth of mothers are Nigeria, Sierra Leone, Ghana, Poland and Somalia. JSNA Annual Report - Southwark Council 	<ul style="list-style-type: none"> -
Mitigating and/or improvement actions to be taken	
<p>We will continue to monitor the performance of Southwark's programme and goals, including their impact on those that are pregnant and new mothers.</p>	

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; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> It is anticipated that S2030 will improve outcomes for those from certain racial backgrounds. While the goals will apply equally to all racial groups, we recognise that there are inequalities that exist in the borough and we will seek to address these through our commitment to reducing inequality and work as a result of Southwark Stands Together. As well as this, decent homes for all may benefit those from Black / African / Caribbean / Black British backgrounds and other ethnic groups where 52% and 36% respectively identified as living in housing rented from the council in the 2011 Census (higher than the level for all ethnic groups). As well as this, the main ethnic groups of people sleeping rough in Southwark are White (59%, including 36% White-British) and Black (23%). Nationally, the highest rates of people living in overcrowded housing were in Bangladeshi (22.5%), Arab (17.1%), black African (16.3%), and Pakistani (13.5%) households, who may therefore benefit disproportionately from increased housing options. In addition, commitments to improve trust and confidence in local policing may disproportionately impact those from Black Caribbean backgrounds where confidence is found to be the lowest. Confidence in the local police - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk) The commitment in Southwark 2030 to provide initiatives to support into employment will become more easily available with personalised support to remove barriers into good employment such as language skills and childcare. It is anticipated that the goal in the strategy focusing on increasing levels of trust with the Police will support better outcomes . Southwark Stands Together will remain key to improving relationships with groups and communities, putting people at the heart of change. 	<ul style="list-style-type: none"> The English Indices of Deprivation 2019 show that: <ul style="list-style-type: none"> Asian people as a whole (15.7%) were the most likely out of all ethnic groups to live in the 10% most deprived neighbourhoods, followed by Black people (15.2%) White people were the least likely to live in them (9.0%) Out of the 18 individual ethnic groups, people from the Pakistani (31.1%) and Bangladeshi (19.3%) groups were the most likely to live in them People from the Indian (7.6%), White Irish (8.1%) and White Other (8.2%) ethnic groups were the least likely to live in them. The most recent demographic information about LAC is from 2021. In that year, most of the LAC in Southwark were male (59%). The most common ethnic group was Black/Black British (45%), followed by White (20%), Mixed/Multiple ethnic groups (20%), Asian/Asian British (5%) and Other ethnic groups (4%), which presents 74% of all LAC children in Southwark being from a BAME background. It is hoped that focus on closing the gap in attainment for children from BAME and disadvantaged backgrounds will go further in tackling the attainment gap for this group S2030 will improve access to EET, apprenticeships and scholarships for Southwark residents as well reducing those that are digitally excluded. We would expect digital exclusion to have some intersectional impacts which are more likely to be experienced by those from poorer backgrounds, who are also more likely to be from BAME backgrounds and to face language barriers. People living in deprived neighbourhoods - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk)

Equality information on which above analysis is based	Socio-economic data on which analysis is based
<ul style="list-style-type: none"> In the 2021 Census, 282 different ethnicities were recorded by Southwark residents. <ul style="list-style-type: none"> 51% identified as being from a White ethnical background. 25% identified as Black, Black British, Caribbean or African. 10% identified as Asian. 7% identified as Mixed or multiple ethnicities. 70% recorded their national identity as English, British or both. The most common non-UK identity was Spanish. Findings of the Casey Review (2023), which found there to be institutional racism in the Metropolitan Police. Southwark Demographics - Southwark Council Overcrowded households - GOV.UK Ethnicity facts and figures (ethnicity-facts-figures.service.gov.uk) JSNA Annual Report - Southwark Council BARONESS CASEY REVIEW Final Report (met.police.uk) 	<ul style="list-style-type: none"> The most recent demographic information about LAC is from 2021. In that year, most of the LAC in Southwark were male (59%). The most common ethnic group was Black/Black British (45%), followed by White (20%), Mixed/Multiple ethnic groups (20%), Asian/Asian British (5%) and Other ethnic groups (4%), which presents 74% of all LAC children in Southwark being from a BAME background.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and goals, including their impact on different racial groups, to ensure that particular groups are not disadvantaged.	

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; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage
<ul style="list-style-type: none"> It is expected that S2030 will have a neutral impact on people based on their religion or beliefs. 	<ul style="list-style-type: none"> -
Equality information on which analysis is based	
<ul style="list-style-type: none"> There were over 40 distinct religions identified among Southwark residents. <ul style="list-style-type: none"> 43% identified as Christian. 36% reported no religion. 10% identified as Muslim. Southwark Demographics - Southwark Council 	<ul style="list-style-type: none"> -
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and goals, including their impact on those with different religious views and beliefs, to ensure that particular groups are not disadvantaged.	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> It is expected that S2030 will have a positive impact on both men and women, in improving outcomes for Southwark residents across health, employment, housing, safety and environmental outcomes. Particular beneficial impacts may apply to women because a safer Southwark will have a particular focus on reducing violence against women and where the Casey Review (2023) found there to be particular issues with the police response to crimes against women. We will continue working with women in our community to prevent violence against women and domestic abuse and build confidence in the police. In terms of improving and increasing social housing goal found within the Strategy, this may impact positively more on women within the borough as data from February 2024 indicate that three times more women are on the housing register in comparison to men. Housing Register and Allocation's Data 2018-2024 Improving access to all residents to mental health services will positively impact men in particular as over the last 10 years (2012 to 2021), Southwark suicide rates were three times higher in males than females (19), mirroring the national picture (20). Nationally since 2010, men aged 45 to 64 years have had the highest age-specific suicide rate (20). Preventing Suicides in Southwark Strategy 	<ul style="list-style-type: none"> Full-time female employees working in the private sector must also contend with a bigger pay gap than those in the public sector (12.8% vs 9.6%). For all workers (full- and part-time), the UK's median gender pay gap in 2023 is 14.3% in favour of men (down 0.1% from 14.4% in 2022). So, women in the UK only earn 86 pence, on average, for every pound earned by men. It is expected the strategy will have a positive effect on women in particular with a commitment to ensure more people than ever are supported into work, apprenticeships, training and scholarships and that there is a sustained reduction in the number of people who are digitally excluded in particular, therefore opening up more opportunities to access better employment opportunities, including for women. <p>CIPHR gender pay statistics 2023</p>
Equality information on which above analysis is based	Socio-economic data on which analysis is based
<ul style="list-style-type: none"> On Census Day 2021, the usual resident population of Southwark was 307,600. Of which, 48% (149,000) identified as male and 52% (158,600) as female. Southwark Demographics - Southwark Council BARONESS CASEY REVIEW Final Report (met.police.uk) 	<ul style="list-style-type: none"> Across all occupations, the average median gender pay gap for full-time workers in the UK in 2023 is 7.7% in favour of men. This means that the gender pay gap has stayed relatively unchanged for full-time workers over the last year (it was 7.6% in 2022), with women's hourly pay still lagging men's hourly pay in many occupations. The UK's mean gender pay gap for full-time employees is 10.7% in favour of men <p>CIPHR – based on ONS data</p>
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and goals to ensure that particular groups are not disadvantaged.	

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; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> It is expected that S2030 will have a positive impact on people with different sexual orientations. There may be some positive impact as part of reducing inequalities in health. There is increasing academic evidence that that key public health challenges disproportionately impact the LGBTQI+ population group, with higher levels of smoking, alcohol use, incidence of some cancers and mental ill-health. LGBTQI+ individuals also experience discrimination and homophobia when accessing health, care and other services. Therefore we expect that a reduction in health inequality will support better health outcomes for this group. It is envisaged young people and adults who identify as LGBTQ+ benefit from services such as the NEST drop-in service and Mental Health and Resilience in Schools programme to positively tackle the impact of those who have experienced homophobia and discrimination enabling this group to participate and engage in activities that yield positive lifelong outcomes. JSNA Annual Report (southwark.gov.uk) It is anticipated that the goal in the strategy focusing on increasing levels of trust with the Police will apply to those in the LGBTQI+ community, whereby the recent Casey Review found that over half of LGBTQ+ Londoners do not have confidence in the Met to treat people equally and fairly and found the Met to be institutionally homophobic. 	<ul style="list-style-type: none"> Southwark has the 4th largest LGBTQI+ population in England, with 8% of residents identifying as non-heterosexual.
Equality information on which above analysis is based	Socio-economic data
<ul style="list-style-type: none"> 8.1% of residents (nearly 21,000 people) aged 16+ identifying as non-heterosexual. 4.5% were lesbian or gay and 3.2% were bisexual or pansexual. <ul style="list-style-type: none"> LGB+ prevalence peaked in 16–24 year olds for women and 35–44 year olds for men. 6.2% of Southwark women identify as LGB+. 10.1% of Southwark men identify as LGB+. Southwark Demographics - Southwark Council 	<ul style="list-style-type: none"> -
Mitigating and/or improvement actions to be taken	
<p>We will continue to monitor the performance of Southwark's programme and goals, including their impact on those with different sexual orientations, to ensure that particular groups are not disadvantaged.</p>	

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
It is not anticipated that changes as a result of S2030 will impact individuals' human rights. The analysis undertaken in this document and proposed mitigations will ensure that there is no discrimination.
Information on which above analysis is based
As above
Mitigating and/or improvement actions to be taken
<ul style="list-style-type: none">• S2030 goals will be delivered and monitored through an <i>Outcomes Framework</i>. The evidence base to the Outcomes Framework will be underpinned by detailed EDI data and analysis. This will enable effective monitoring and evaluation of the S2030 goals. This will provide a baseline by which S2030 and the accompanying Outcomes Framework can demonstrate how it reduces inequality and is meeting the needs of all Southwark population, identify gaps and establish mitigations.

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

We anticipate that S2030 will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality, particularly for certain racial groups, women and children and young people.

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	New policies developed to support Southwark 2030 will need to be designed and implemented in a way that delivers improved outcomes for those with protected characteristics.	All major programmes and projects arising as a result of this strategy will go through the EINA process.	Ongoing
2	Progress against these equalities aims must be measured.	We will monitor the impact of our programmes on those living with protected characteristics and track outcomes for these groups to measure our success.	Ongoing
3	<p>More information is needed to comprehensively understand the equalities position in Southwark. We suggest undertaking further analysis to investigate current inequalities in Southwark and provide a baseline for future comparative data going forward.</p> <p>Local and national sources of information to be included.</p> <p>Comprehensive account of all existing data to ensure cross cutting to all areas are included.</p>	<p>To undertake further analysis to ensure Southwark is working from a comprehensive evidence base.</p>	By end of March 2025

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