

Overview & Scrutiny Committee

Wednesday 12 October 2022

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Membership

Councillor Ian Wingfield (Chair)
Councillor Irina Von Wiese (Vice-Chair)
Councillor Suzanne Abachor
Councillor Victor Chamberlain
Councillor Ellie Cumbo
Councillor Jon Hartley
Councillor Laura Johnson
Councillor Sunny Lambe
Councillor Margy Newens
Councillor Jason Ochere
Councillor Leo Pollak
Martin Brecknell (Co-opted Member)
Lynette Murphy-O'Dwyer (Co-opted Member)
Marcin Jagodzinski (Co-opted Member)
Mannah Kargbo (Co-opted Member)

Reserves

Councillor Rachel Bentley
Councillor Sam Dalton
Councillor Sam Foster
Councillor Esme Hicks
Councillor Emily Hickson
Councillor Sarah King
Councillor Richard Leeming
Councillor Graham Neale
Councillor Sandra Rhule
Councillor Michael Situ
Councillor Cleo Soanes

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

Everton Roberts on 020 7525 7221 or email: everton.roberts@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 4 October 2022



Overview & Scrutiny Committee

Wednesday 12 October 2022

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	MINUTES	1 - 10
	To approve as a correct record the Minutes of the meeting held on 6 July 2022.	
5.	NEW CHIEF EXECUTIVE, SOUTHWARK COUNCIL	
	To hear from Althea Loderick, the new chief executive of Southwark Council.	
	Note: This item had to be deferred from the last meeting.	

Item No.	Title	Page No.
6.	COUNCIL DELIVERY PLAN 2022 - 2026	11 - 29
	To receive a presentation on the Council Delivery Plan 2022 – 2026 agreed by Cabinet on 13 September 2022.	
7.	CLIMATE EMERGENCY - PERFORMANCE AGAINST SMART TARGETS	30 - 102
	To receive an update from Councillor James McAsh, Cabinet Member for Climate Emergency and Sustainable Development on the latest information available in relation to the climate emergency and performance against the climate emergency smart targets.	
8.	COST OF LIVING CRISIS	
	To hear from Councillor Stephanie Cryan, Cabinet Member for Communities, Equalities and Finance on council initiatives and funding to support residents in response to the cost of living crisis.	
9.	SCRUTINY REVIEW OF REGENERATION IN THE BOROUGH OF SOUTHWARK - CABINET RESPONSE	103 - 116
	To note the cabinet response to the Overview and Scrutiny Committee scrutiny review of Regeneration in the borough of Southwark.	
10.	HEALTHWATCH SOUTHWARK ANNUAL REPORT 2021 - 2022	117 - 135
	To note the Healthwatch Southwark Annual Report 2021-22 which is required to be submitted to the council's overview and scrutiny committee.	
	Any matters raised in the report for scrutiny consideration, to be followed up by the relevant scrutiny commission.	
11.	WORK PROGRAMME	136 - 144
	To note the work programme as at 12 October 2022.	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.	

Item No.

Title

Page No.



Overview & Scrutiny Committee

MINUTES of the Overview & Scrutiny Committee held on Wednesday 6 July 2022 at 7.00 pm at 160 Tooley Street, London SE1 2QH.

PRESENT:	<p>Councillor Ian Wingfield (Chair) Councillor Irina Von Wiese (Vice-Chair) Councillor Suzanne Abachor Councillor Victor Chamberlain Councillor Ellie Cumbo Councillor Jon Hartley Councillor Esme Hicks (Reserve) Councillor Laura Johnson Councillor Margy Newens Councillor Jason Ochere Councillor Leo Pollak Marcin Jagodzinski (co-opted member)</p>
OTHER MEMBERS PRESENT:	<p>Councillor Catherine Rose, Cabinet Member for Parks, Streets and Clean Air Councillor Sandra Rhule</p>
OFFICER SUPPORT:	<p>Everton Roberts, Head of Scrutiny Allan Wells, Specialist Governance Lawyer</p>

1. APOLOGIES

Apologies for absence were received from Councillor Sunny Lambe, and co-opted members Martin Brecknell, Mannah Kargbo and Lynette Murphy-O'Dwyer.

Apologies for lateness were received from Marcin Jagodzinski, co-opted member.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

The chair agreed to accept the following late item of business:

Item 7 – Central London Bus Review.

At this juncture Councillor Victor Chamberlain put forward a motion expressing disappointment that the Mayor for London who had been invited to the meeting to answer questions in relation to the proposals contained in the Central London Bus Review did not attend. The motion was put to the vote and declared lost.

Councillor Jason Ochere, put forward an alternative motion expressing gratitude that TfL had taken time out of their busy schedules on behalf of the Mayor for London to attend the meeting to answer questions of the committee. The motion was put to the vote and declared carried.

RESOLVED:

That the overview and scrutiny committee expresses gratitude to TfL for attending the meeting on behalf of the Mayor for London to answer questions of the committee.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

4. MINUTES

RESOLVED:

That the minutes of the meetings held on 2 March and 21 May 2022 be approved as correct records.

5. NEW CHIEF EXECUTIVE, SOUTHWARK COUNCIL

This item was deferred as the Chief Executive was unwell and therefore unable to attend.

Scrutiny Improvement Review

At this juncture the Chair reported that the council had approached the Centre for Governance and Scrutiny to undertake a scrutiny improvement review of the council's scrutiny function. The chair advised that an informal meeting of the overview and scrutiny committee would be arranged to discuss ways of working going forward, which would complement the scrutiny improvement review.

6. OVERVIEW AND SCRUTINY COMMITTEE AND COMMISSION WORK PROGRAMMES 2022-23

The chair and vice-chair of overview and scrutiny committee and the commission chairs went through the proposed initial work programme areas for overview and scrutiny committee and the scrutiny commissions. Other committee members also provided comment on the proposed work programmes. Following discussion the committee agreed the initial work programmes for overview and scrutiny committee and the commissions for the 2022-23 year.

RESOLVED:

1. That the initial overview and scrutiny committee and scrutiny commission work programmes for 2022-23 be as follows:

Overview and Scrutiny Committee

- Annual Budget Setting Process
- Housing Revenue Account
- Climate Emergency Fund (from a budget perspective)
- Council Performance Quarterly monitoring
- Digital strategy & customer access
- Equalities, Diversity & Inclusion framework
- Annual Workforce Strategy
- Regeneration – operations such as on the Old Kent Road, viability benchmarking, etc.
- Cost of Living Emergency
- Central London Bus Review
- Support for Southwark's LGBTQ+ communities

Education and Local Economy Scrutiny Commission

- Falling school roles
- Impact on business in the face of the cost of living crisis

Housing and Community Safety Scrutiny Commission

- Housing Repairs
- Safer Neighbourhood Teams
- LGBTQ+ Hate Crime and Phobia
- Empty Homes
- Cost of living Crisis and support to residents
- Engagement Structures - particularly around support to TMOs and support for new TMOs, and how the council engages with housing associations.

Health and Social Care Scrutiny Commission

- GP Surgeries Appointments
- Integrated Care Systems - Implementation
- NHS Workforce Scrutiny Review, (continuation from previous year's scrutiny review).

Environment and Community Engagement Scrutiny Commission

- Climate Finance
 - Sustainable Freight
 - Planning regulations (how they might restrict the ease with which residents can make carbon saving around their homes)
 - Community Engagement (tbc)
2. That the environment and community engagement scrutiny commission request a progress update on previous scrutiny recommendations in respect of Air Pollution and Air Quality.
 3. That in respect of the Climate Emergency, overview and scrutiny committee request a quarterly update on how the council is doing against the smart targets, and that the relevant cabinet member be invited to the next meeting to provide an update on this.

7. CENTRAL LONDON BUS REVIEW

The committee heard from Transport for London representatives, Charles Baker, Bus Network Development Manager, Claire Alleguen, Community Partnership Specialist, and Ramel Hamilton, Transport Planner.

The committee also heard from Councillor Catherine Rose, Cabinet Member for Parks, Streets and Clean Air, and Dale Foden, Head of Highways.

Charles Baker gave a presentation on the proposed restructuring of the Central London bus network, setting out the background and context, the approach taken by TfL, practicalities around consultation, and proposals relevant to Southwark.

Mr Baker highlighted the following in his presentation:

Context of demand and finances

- Demand for bus usage in Inner and Outer London for the period 2013/14 to 2022/23 which showed that there had been a fall in traffic overall (stronger in Central and Inner London). The three main reasons behind this were 1) The capacity of the rail network over that time had change, making rail network travel more attractive, 2) the role of walking and cycling had particularly changed in Central London, 3) overall on the bus network, bus

speeds had fallen over that time making bus travel less attractive.

- Bus network traffic was now in the region of 85%, compared to pre-pandemic levels.
- Reduction in trip rates associated with work (commuter travel) has affected travel in Central London more than Outer London.
- The publishing of Transport for London's Financial Sustainability Plan in January 2021, required as part of the governments interim funding arrangements. This document signalled a 4% reduction in the overall size of the bus network as a proportionate response to the circumstances (less demand and tighter finances), and that the reduction would fall more heavily in Central London for the reasons highlighted in the presentation.

Approach of the TfL Planning team over the last few months

- Monitoring of capacity and demand on routes entering Central London (49 monitoring points). This approach identified points considered to have spare capacity and where changes could possibly be made on the bus network.
- Proposals have been designed in light of the demand trends seen prior to the Covid 19 Pandemic.
- The proposals provide capacity to meet pre-pandemic levels of demand and are therefore considered robust in terms of the further recovery that might be seen over the coming months.
- Proposed changes are to Central London Bus Network, which is generally high frequency, and on most corridors there were multiple routes, so where changes are made, including the withdrawal of routes, there would still remain a high frequency network with multiple routes on each corridor. It was stressed that there would be a few exceptions.
- It would mean longer waiting times due to there being fewer buses on those corridors, and journeys which were possible by a direct bus could in future require an interchange to complete journeys. It was recognised that this would be harder for some people more than for others.
- Interchange was going to be one of the biggest impacts on people using the network and TfL have tried to mitigate this as much as possible through the design of the proposals.
- 16 routes withdrawn and 45 routes changed. The changes were made to mitigate the route withdrawals as much as possible.

- Where route links are broken, same bus stop interchange is provided (but not in all cases).

Consultation process

- Feedback through consultation on the proposals, genuinely valued by TfL and will inform subsequent decision making.
- Response so far has been unprecedented in terms of scale and consultation deadline has been extended.
- Will take time to process, absorb and understand the feedback so unlikely that TfL will respond to the consultation until mid/late autumn. Need to therefore consider timing of coming back to overview and scrutiny committee around this process.
- TfL looking to hear from individuals/groups beyond the usual people who respond to these types of consultations and seeking suggestions about particular groups or communities to involve or speak to directly.

Charles Baker highlighted proposals that were likely to affect Southwark most (see presentation slides for visual representation). These were:

Coldharbour Lane Neighbourhood

- Route 45 is withdrawn where capacity is not needed on Walworth Road.
- Route 59 is rerouted at the South Circular along Streatham Place to Clapham Park to replace that section of route 45.

London Bridge and Tower Bridge Neighbourhood

- Route 43 is withdrawn between London Bridge and Moorgate and extended to Liverpool Street station.
- Route 47 is withdrawn between Shoreditch and London Bridge.
- Route 78 is withdrawn.
- Route 388 is extended from London Bridge to Peckham bus station via Tooley Street and the route 78 routing to maintain links on routes 47 and 78.
- Route 343 is withdrawn between Aldgate and Tower Gateway and route 15 is re-routed at Aldgate to improve interchange.

Walworth Road Neighbourhood

- Route 12 is withdrawn.
- Route 148 is extended from Camberwell Green to Dulwich Library to replace route 12 connections on that section. It is also cut back to Shepherd's Bush from White City to maintain reliable operation.
- For destinations north of Parliament Square previously served by route 12, there is same stop interchange on Westminster Bridge between the extended route 148 and routes 159 and 453.

Waterloo Neighbourhood

- Route 521 is withdrawn, with changes to the 59 and 133 replacing some important links.
- Route 59 is rerouted at Holborn Station to run via High Holborn and Newgate Street to terminate at St Pauls Station, near the rear entrance to St Bartholomew's Hospital.
- Route 133 is rerouted at Monument to run via King William Street, Cheapside, and Newgate Street to terminate at St Bartholomew's Hospital.
- Route 53 is cut back (where capacity is no longer required) from County Hall to Elephant and Castle, Lambeth Road. Route 171 stand at Elephant and Castle is moved from Lambeth Road to Gaunt Street, to allow the 53 to use the Lambeth Road stand.

At the end of the presentation, questions, discussion and comment took place along the following lines:

- Figures presented, not reflecting latest data.
- Borough overly reliant on bus network, less access to tubes and trains compared to some other boroughs.
- Bus network used to access healthcare facilities – five hospitals will be impacted by bus network reduction.
- Disproportionate impact of proposed bus reductions on Southwark.
- Impact on economic recovery and recovery more generally from Covid.
- Impact on tackling climate emergency.
- Night bus reduction, interchange changes and waiting times will impact on most vulnerable and poorest residents, women, LGBTQ+ communities and residents with poor mobility.
- Query over whether other types of transport provision available in the borough had been taken into account when considering reorganisation of bus network provision.

- Consideration given to small improvements that can be made to current routes in light of review of bus network (expanding route 63 so that it joins up with Honor Oak Park Station cited as an example).
- Why not 4% reduction across the board.
- Impact of route changes on accessibility to hospitals, particularly in light of parking charges and accessibility problems. Request for consideration of an impact assessment on access for local residents in Southwark to hospitals.
- Suggested groups to speak to: Southwark Pensioners Action Group, Southwark Youth Parliament, Schools with larger catchment areas,
- Feeling of lack of equitable approach to overall Public Transport Accessibility Levels (PTAL) – interplay of different modes of transport should be included in consultation materials TfL bring forward.
- Equality Impact Assessment - Lack of granularity around income levels of people who use buses and modal shift.
- How bus usage is monitored across route corridors.
- Impact of interchange and withdrawal of night buses (N12 cited as example) – concerns around passenger safety, particularly for women and people with disabilities.
- Whether distinction made by TfL between commuter journeys and more localised journeys, particularly in relation to prediction of future demand for localised journey.
- Impact bus reductions will have on car use and policy objective to reduce people's dependency on cars.
- Suggestion that TfL work with all non-catchment schools on what more can be done to get people travelling by bus, and routes to be considered in light of that demand (Dulwich area cited as example).
- The degree to which the advent of services such as Uber has been taken into account as a reason for reduction in passenger usage. Bus reductions will increase usage of mini cab type services, which will see increase in cars on streets.
- Financial sustainability Plan – the degree to which this is being driven by conditions that central government placed on the financial settlement with TfL.
- Whether there was scope to extend the consultation further.

Following the discussion, the committee heard from Councillor Catherine Rose, Cabinet Member for Parks Streets and Clean Air.

Councillor Rose informed the committee that there was ongoing conversation and dialogue between the council, and TfL and London Councils in relation to this issue throughout the consultation period and would continue whilst the consideration of the responses is underway.

In relation to work being done corporately as a council, Councillor Rose advised that there was an ongoing piece of analysis. The proposals were being put through the council's equity framework that was used in relation to the development of the Council's Movement Plan. A campaign had also been

launched to assist with the understanding of the engagement process, the impact on a neighbourhood basis that is more relevant to residents locally, allowing them to be informed ahead of engaging with TfL process. The council was also encouraging people to email TfL directly and to copy in local ward councillors and MPs.

The council was also engaging with third party agencies and organisations in the borough and was also looking to engage with major employer groups and small business groups, the education sector and the NHS, and picking up representatives from those communities that the council had concern around, and people with particular protected characteristics in relation to this issue.

Councillor Rose acknowledged that TfL would never have wanted to be engaging in a process that saw a contraction of public transport provision in London, having to do so in order to fulfil funding conditions placed on them by the government.

Councillor Rose highlighted in the context of the climate emergency, and other aspirations around cleaner, greener, safer streets, that the discussion should be around strategies to encourage and expand usage and ridership first and foremost. Councillor Rose mentioned that it had been reported that bus ridership levels in Manchester had returned to pre Covid Pandemic levels, and that Berlin had introduced a nine euro monthly public transport pass which had seen an automatic uplift of at least 10% in terms of increase in usage of public transport. It was this type of direction she wished TfL were discussing and consulting on.

Councillor Rose highlighted that the council was working with TfL on bus lane prioritisation and relieving congestion across the borough. Councillor Rose felt that a conversation around an overall 4% reduction to bus services to accommodate the contraction in central London was regressive and stressed that there was a disproportionate negative impact on residents in communities that could least withstand it. Councillor Rose also felt that the mitigation proposals did not adequately reflect the conditions as lived on the ground or reflect the requirements and needs of people with protected characteristics that use the buses.

Councillor Rose highlighted challenges around interchange, and access to rail in the borough and stressed that for many people the bus was the only accessible form of transport into central London and for the opportunities of work, recreation, leisure, culture, worship and other aspects of their lives.

Councillor Rose informed the committee that there was a technical case that the council was working on which would inform the council's position in challenging the data and consideration of alternatives that TfL should be directing their energies and resources into finding the required savings.

The committee also heard from Dale Foden, Head of Highways. Dale advised the committee that the council was working with people with protected characteristics, it was looking at the direct effects in Southwark, such as on hospitals, schools, impact of bus cuts in regeneration areas, as well as long term effects. Dale

welcomed the extension of the consultation as it provided the opportunity to really get the views of residents and to also really analyse what the effect will be on specific areas of Southwark.

At the rise of Councillor Rose's address, questions, comment and discussion took place around the following:

- Incorporation of independent expert analysis, and engagement with members / ward councillors to participate into the council's response to the consultation.
- Engagement with residents
- Problems with treasury analysis
- Impact of proposed changes on safety.
- Request for focus on bigger picture as changes will impact on Southern central inner London much more than on Northern central inner London

The chair reported that the committee would be revisiting this matter at the next meeting scheduled for 12 October, but acknowledged that TfL may not have reached their final conclusions by then.

Councillor Rose indicated that it would be possible to request the latest data on ridership numbers, and that the council would have a clearer understanding of any adjustments in TfL's position by October. She also advised that, based on the current programme timescales, that after TfL come back in the autumn with their response to the consultation, there would then be a phased introduction of cuts over the following 12 months to the end of 2023.

The meeting ended at 9.35pm

CHAIR:

DATED:

Item No. 21.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Fairer, Greener, Safer Southwark – Council Delivery Plan 2022-2026	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams, Leader of the Council	

FOREWORD - COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL

In May, residents of Southwark went to the polls to decide who should run our local council for the next four years.

They voted for a plan to tackle the cost of living crisis, to respond to the climate emergency and to build the homes local people need. They voted to make our borough fairer, greener and safer. This is why I am proud to launch this Council Delivery Plan, which sets out what we will do and precisely how we will achieve these goals.

I have been Leader for over two years and have seen what incredible work the council can do, standing shoulder to shoulder with the community through the most difficult times. The pandemic may feel like a slowly fading memory, but the health emergency is still with us, and where it may have lifted, it has given way to a new crisis in the fastest fall in living standards our country has seen in decades.

While there are new challenges, we still face many of the same questions our borough has faced for years and even decades – How can we provide the genuinely affordable homes we need? How can we do our bit to tackle the climate emergency? How do we keep our residents safe and our families in the best of health? How do we make sure the next generation has more and better opportunities than the last?

This plan is dedicated to tackling these questions - that the people of Southwark have told us are their priorities - and to ensuring the brightest possible future for all of our communities and neighbourhoods across the length and breadth of our borough. In Southwark I'm proud that we have a Cabinet which reflects the diversity and talent of our population and a team of council officers who are delivering many nationally leading services. Together we will deliver on the promises we make to you in this four-year plan.

However, we also know the council cannot address these challenges alone. Southwark's brilliant community and faith groups, businesses, schools, universities, wider public services and above all our borough's residents are all key to our collective success. That is why this plan also sets out our commitment to transform the way we work, making Southwark a collaborative council. One that works together with the people and organisations of our borough. Listening and learning from one another, working with you to design the services we provide, empower communities to shape the places they live in and supporting local people to deliver for their community too.

Together, I am confident that we can make Southwark a fairer, greener and safer borough for everyone. I look forward to working with all of you.

RECOMMENDATIONS

That Cabinet:

1. Agrees the proposed Council Delivery Plan 2022-2026 (attached as Appendix 1).
2. Instruct officers to work with Cabinet members to develop detailed performance schedules for the Council Delivery Plan.
3. Agrees to the proposed arrangements for monitoring and reporting on progress against the Council Delivery Plan, as noted in paragraphs 7 to 10.

BACKGROUND INFORMATION

4. The Council Delivery Plan (CDP) is Southwark Council's business plan and sets out the programme of work that the council will achieve over the period 2022-2026.
5. The CDP is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will deliver a fairer, green and safer borough for all in Southwark.

KEY ISSUES FOR CONSIDERATION

6. The CDP is structured around seven priority themes. These reflect the topics that the people of Southwark said were most important to them. The themes are:
 - Transforming our borough
 - A thriving and inclusive economy
 - A healthy environment
 - Quality, affordable homes
 - Keeping you safe

- Investing in communities
 - Supporting families.
7. The CDP contains a range of commitments which the Council will deliver up to 2025/6. More detailed performance schedules, which sit beneath this council plan, are being developed for each CDP theme. These include lead cabinet member and chief officer responsibility for each commitment apportioned across the cabinet portfolios. This ensures the whole organisation is working towards delivery of the plan.
 8. The performance schedules will also outline the “measures and milestones” by which we can judge delivery of each commitment. To ensure that this plan has real impact, the measures and milestones that will underpin it will be monitored on a quarterly basis through the year by Cabinet and CMT, in addition to the corporate performance management framework within each department. This will culminate in an annual performance report on delivery which will be published each year.
 9. The council’s website will be the primary channel of communication, with updates also provided through our regular e-newsletters, social media channels and through Southwark Life magazine.
 10. The priority themes, measures and milestones will also guide our budget planning and how we organise the way we monitor and report on the progress of the plan. Separate capital and revenue budget monitoring reports are produced and presented to Cabinet each quarter as part of budget management.

Community impact statements

Equalities implications

11. The CDP describes how we will deliver our fairer, greener and safer vision for Southwark. The council’s commitment to equality and fairness runs throughout the Council Plan, in line with our equality and diversity policies.
12. The purpose of this report is for cabinet to agree the proposed CDP 2022-26. Throughout the plan we have made specific commitments to equality and fairness.
13. The proposed promises and commitments have been developed to have a positive impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics.
14. Future decisions made on the basis of the commitments highlighted in this plan may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate.

Climate Change implications

15. The CDP has numerous commitments that will positively impact on the council's climate change policy agenda.
16. While the CDP has several very specific commitments in relation to the reduction of carbon emissions and climate change mitigation, the detail on how the council will deliver, including with partners and residents, is set out in a more detailed Climate Action Plan.
17. A fuller analysis of carbon impact will be measured and evaluated through the Climate Action Plan.

Financial implications

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

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

19. In the past local authorities had been subject to various duties relating to the monitoring of performance. This regime has now largely been abolished, firstly by the Local Government and Public Involvement in Health Act 2007 and subsequently the Localism Act 2011.
20. However, a local authority is still under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". This CDP is one of the ways the council can demonstrate that it is achieving this requirement.
21. Cabinet is reminded that in the exercise of all its functions it must have due regard under section 149 Equality Act 2010 to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. Reference is made in the community impact section above to the specific commitments to equality and fairness set out in the plan and that further equality analysis will be undertaken and more detailed consideration of the impact on local people and communities as appropriate when decisions are made arising from the plan.
22. Approval of the CDP is an executive function that the Cabinet is delegated to make in accordance with section 3B of the Constitution.

Strategic Director of Finance and Governance (CE22/032)

23. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report and notes the comments in the financial implication section.
24. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Council Delivery Plan 2022-2026

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Leader of the Council	
Lead Officer	Althea Loderick, Chief Executive	
Report Author	Joseph Brown, Senior Cabinet Officer	
Version	Final	
Dated	31 August 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here Director of Strategy & Economy	Yes	Yes
Cabinet Member	Y	Yes
Date final report sent to Constitutional Team	1 September 2022	

Fairer, greener, safer

Southwark Council Delivery Plan

2022 - 2026

Published September 2022

- — —

Leader's foreword



In May, residents of Southwark went to the polls to decide who should run our local council for the next four years.

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I have been Leader for over two years and have seen what incredible work the council can do, standing shoulder to shoulder with the community through the most difficult times. The pandemic may feel like a slowly fading memory, but the health emergency is still with us, and where it may have lifted, it has given way to a new crisis in the fastest fall in living standards our country has seen in decades.

While there are new challenges, we still face many of the same questions our borough has faced for years and even decades – How can we provide the genuinely affordable homes we need? How can we do our bit to tackle the climate emergency? How do we keep our residents safe and our families in the best of health? How do we make sure the next generation has more and better opportunities than the last?

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In Southwark I'm proud that we have a Cabinet which reflects the diversity and talent of our population and a team of council officers who are delivering many nationally leading services. Together we will deliver on the promises we make to you in this four-year plan.

However, we also know the council cannot address these challenges alone. Southwark's brilliant community and faith groups, businesses, schools, universities, wider public services and above all our borough's residents are all key to our collective success. That is why this plan also sets out our commitment to transform the way we work, making Southwark a collaborative council. One that works together with the people and organisations of our borough. Listening and learning from one another, working with you to design the services we provide, empower communities to shape the places they live in and supporting local people to deliver for their community too.

Together, I am confident that we can make Southwark a fairer, greener and safer borough for everyone. I look forward to working with all of you.

Cllr Kieron Williams
Leader of Southwark Council

Introduction

This Council Delivery Plan sets out our priorities and our commitments to the people of Southwark until 2026.

It is an action plan, which will drive the work of the entire council and focus our resource and time to ensure we are pulling together so we can make our borough fairer, greener and safer for all our residents.

Our plan is set out in seven separate themes:

- Transforming our borough
- A thriving and inclusive economy
- A healthy environment
- Quality, affordable homes
- Keeping you safe
- Investing in communities
- Supporting families

These themes will describe how we answer the big questions – tackle the rising cost of living, building more council homes, reducing our carbon emissions, creating new jobs and opportunities and protecting the borough’s mental & physical health.

But this plan also sets out how we will get the basics right – supporting our young people to succeed at school, ensuring our older people are cared for, keeping our streets clean and ensuring our homes and neighbourhoods are safe and well looked after.

Our values in action

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

Since 2010, when we first stated our vision, many of the challenges have changed and some of the solutions have too, but our values remain as strong as ever. We remain committed to supporting, standing up for and empowering residents. Our residents are still at the heart of everything we do and they have helped us form the values that underpin the work of the council.

This is why in 2020, when the pandemic took hold and revealed even further the stark inequalities we face, we strengthened our values statement to include a commitment to equality and our opposition to discrimination and racism. As times change we will continue to review and update our values. These values will continue to inform all the work we do across the council and what you can expect from us.

We will:

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

Transforming our borough

Southwark is a fantastic place, full of brilliant people, community groups, businesses, cultural institutions, schools, university, public services and so much more. However, for many of our residents the amazing opportunities within our borough and wider city feel out of reach. We will work to make Southwark a borough where everyone can participate, supported by a council that is rooted in the communities we serve.

At the heart of our approach will be commitments to empower communities to shape the places they live in and make decisions about the issues which affect their lives; to close the gap in life chances that holds so many people back; and to create thriving and sustainable neighbourhoods.

As part of this commitment, we will work together with the people and organisations of our borough to develop a renewed 2030 vision for Southwark, setting out the long-term change we will collectively work to deliver over the decade ahead. From creating more good jobs, to making Southwark net zero, to ensuring local people have the support they need to live healthy, fulfilling lives.

We will work with the people and organisations of our borough to:

- Create a people powered Southwark:
 - Putting residents at the heart of everything we do
 - Empowering communities to shape the places they live in and make decisions about issues which affect their lives
 - Working with you to design the services we provide and support local people to deliver for their community
- Close the gap in life chances:
 - Ensuring the whole council is focused on closing the gap in life chances within our borough, so everyone can achieve their potential and play their full part in Southwark's future
 - Working to tackle poverty, racism and discrimination, as well as the inequalities in health, education, housing and employment that hold people back
- Deliver thriving and sustainable neighbourhoods:
 - Ensuring wherever you live in Southwark your local area is a great place to live, with all the essentials of life close to your home, including:
 - Investment in your town centre and high streets
 - High quality green spaces and more trees
 - Great fitness and sports facilities
 - Good and outstanding schools
 - A local library
 - High quality playgrounds

Backed by a dedicated team to look after your neighbourhood

A thriving & inclusive economy

Your local council will drive growth and investment in our key industries, make our borough more digitally connected and support our high streets, creating new opportunities, jobs and apprenticeships. We will champion the London Living Wage and drive up standards at work by making residents and businesses more aware of the benefits of trade unions. We will keep more wealth in our community by ensuring the council and our partners buy local goods and services and bringing more services under council ownership and democratic control. We will support you during the cost of living crisis.

We will:

- Support residents hit hardest by the cost of living crisis:
 - Establishing a new Southwark Cost of Living Fund
 - Launching a new Southwark Energy Savers Service, so people on low incomes can access the best advice to keep bills down, whilst cutting carbon emissions
- Make Southwark a Right to Food Borough, working 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
- Invest in our town centres and high streets:
 - Launching a new Thriving High Streets Fund to invest in all of Southwark's high streets
 - Delivering major improvements to Camberwell, Canada Water, Peckham, Old Kent Road and Walworth town centres and The Blue in Bermondsey
 - Encouraging the expansion of street markets across Southwark
- Create 2,000 green jobs for local people and open a new Green Skills Centre
- Establish a world class health innovation district, working with our local hospitals, universities and businesses to make Southwark a global centre for urban health and care research and innovation
- Back Southwark residents to start more businesses, co-operatives and social enterprises:
 - Providing extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people
 - Growing a network of start-up hubs rooted in our communities
 - Delivering more affordable workspace
- Keep more wealth within our community:
 - Ensuring the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women led-businesses and third sector organisations
 - Creating more careers and jobs within Southwark's big employers for local residents, including in our council, NHS, big businesses and universities
 - Bringing more council services in house, including our leisure centres
- Support residents who face the most barriers to employment into jobs
 - Delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations
 - Creating 250 paid internships for young people from disadvantaged backgrounds

- Support residents to gain skills for work, creating 2,000 apprenticeships and 3,000 training opportunities so local people can take up careers in our borough's growth industries
- Improve pay and employment conditions:
 - Creating a new Southwark Living Wage Unit
 - Doubling the number of Southwark employers who pay at least the London Living Wage to all their staff. Working with trade unions and community groups to make the case to employers
 - Setting new stronger requirements on employers providing services to the council, to ensure they give trade unions access to the workplace and to make sure they are open to recognising a workplace trade union, where unions are active and have members
 - Delivering a major public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership
- Make Southwark a digitally connected borough:
 - Providing free access to the internet through our network of community buildings across the whole borough, so everyone in Southwark can benefit from the digital revolution
 - Making Southwark one of the most digitally connected boroughs, working with internet and mobile providers to extend super-fast broadband connections so more people can access the fastest connections at home or work
- Lead a council that works for you:
 - Introducing new Fair Tax rules so companies that want to provide goods and services to the council have to show they are paying their taxes
 - Ensuring the top of the council's workforce is proportionately representative of Southwark's Black, Asian and minority ethnic population by 2030
 - Improving contact centre performance and bringing complaints down
 - Keeping council tax low, only increasing it to protect services for the most vulnerable, and spending every penny as if it is from our own pocket

A healthy environment

Your local council will cut carbon emissions and clean up our air. We will keep pollution away from our schools and help you make your home greener and cheaper to run. We will plant more trees and create more parks and nature sites, always seeking to protect and enhance the borough's biodiversity. We will make Southwark a walking and cycling friendly borough and improve public transport. We will keep our streets and our estates clean, increasing recycling rates and reduce waste.

We will:

- Plant more trees:
 - Making Southwark the first inner London council to have over 100,000 trees, so every neighbourhood in Southwark gains more tree canopy cover
 - Working with local people and schools to find locations for and plant 20,000 trees
- Create more and better parks and green spaces, including new parks at Canada water and Old Kent road and, delivering major improvements to Elephant Park and Guy's Park
- Work with local people to create more nature sites, woodlands and urban planting
- Give communities on our estates a new right to have a community garden or food growing plots on their estate
- Work to end the council's carbon emissions:
 - Halving the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030
 - Making the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner, while ensuring we protect the pensions of our staff
 - Reporting annually detailing Council's progress
- Engage Southwark's community in tackling the climate emergency, delivering an ambitious programme of community engagement to help residents get involved in tackling climate change
- Make council homes greener:
 - Rolling out an ambitious programme to upgrade insulation and heating of our council homes
 - Making all of our future council homes projects net zero council homes
 - Ensuring all of our future council homes projects increase biodiversity
 - Piloting Southwark's first 'PassivHaus' council homes
- Reduce carbon emissions from buildings:
 - Introducing new stronger planning rules to make sure all new developments meet high green standards, in both construction and use
 - Streamlining processes for planning applications around new build and retrofit projects that meet high green standards
 - Establishing a free green homes advice service for homeowners to help make homes greener and lower carbon
 - Streamlining planning applications to green your home
 - Establishing a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly
- Act to improve air quality and road safety at every Southwark school:
 - Making more roads outside schools car-free at the start and end of the school day

- Reducing traffic near schools
- Providing more green screens, trees and air cleaning for schools
- Create safe, healthy, green streets:
 - Working with local communities to design safer, greener and healthier streets for walking and cycling, prioritising areas with high health inequalities and low car ownership first
 - Improving safety at junctions and crossings
 - Delivering on our Equal Pavements Pledge, working with older people, those with disabilities and limited mobility to make sure Southwark's streets are accessible for everyone
 - Increasing disabled parking
 - Ensuring older and younger people, women and our Black, Asian and minority ethnic communities all have a full say, so we design streets and public transport that works for everyone.
- Improve public transport:
 - Working with TfL to reduce traffic on main roads and to make bus journeys quicker and more reliable
 - Working with the Mayor of London to upgrade Southwark's train and tube stations, including improvements to Peckham Rye, Elephant & Castle, Canada Water, Surrey Quays and South Bermondsey stations
 - Working to secure the Bakerloo Line extension and reopen Camberwell Station
- Make Southwark a Cycle Friendly borough:
 - Doubling the number of cycle hangars so you can store your bike close to your home, stations and in town centres
 - Rolling out more segregated cycle lanes
 - Extending cycle hire
 - Offering free cycle lessons for all Southwark residents
 - Creating new ways for residents on low incomes to access an affordable bike
- Reduce air pollution from vehicles:
 - Delivering 1,000 more electric vehicle charging points in Southwark, so there are more in every neighbourhood
 - Limiting parking next to electric vehicle charging points to electric vehicles only
 - Encouraging people to switch to less polluting cars, with lower parking fees for zero emissions and smaller vehicles across the whole borough
 - Piloting incentives to residents to give up their cars altogether, including installing pocket parks and cargo bike storage on streets where residents agree to go car free
 - Supporting businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes
 - Work to secure investment needed to make all buses zero emissions
- Reduce waste and increase recycling:
 - Ensuring Southwark has one of the highest recycling rates in inner London
 - Extending food waste recycling to estates
- Keep Southwark Clean:
 - Keeping your streets and estates clean
 - Clamping down on fly tipping and graffiti
 - Establishing a dedicated team to look after each neighbourhood
- Deliver a Land Commission to identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing, working with major landowners including the NHS, Transport for London, the Port of London Authority, Dulwich Estate and local faith organisations

Quality, affordable homes

Your local council will start building a thousand new council homes, on top of the 2,500 we have already built or have started. We will improve our estates and give residents a greater say over the services that matter to them where they live. We will look to reduce the number of empty homes and give greater support to private renters who are facing spiralling rents and tumbling conditions. We will seek to reduce homelessness and seek to ensure everyone has a home they can be proud of.

We will:

- Build more council homes:
 - Completing our first 2,500 new council homes
 - Starting an additional 1,000 new council homes
 - Build much needed family-sized new council homes
 - Build new council homes for older people, designed for people to live independently for longer
 - Working with residents to find sites for new council homes and design them
- Deliver other kinds of genuinely affordable homes:
 - Starting 500 homes for keyworkers at rents that nurses and teachers from our local hospitals and schools and other key workers can afford
 - Using our planning powers to robustly require new social rent homes in private developments alongside other types of genuinely affordable homes
 - Backing local people to build genuinely affordable homes, supporting them to establish Community Land Trusts, housing co-operatives and partnerships with faith groups that deliver homes that stay affordable forever
- Work with residents to improve our council homes:
 - Strengthening our Great Estates Guarantee
 - Ensuring repairs to council homes are done right first time
 - Clearing the backlog of repairs that has resulted from the pandemic within one year
 - Establishing a new resident-led repairs board to oversee progress in improving the service
 - Providing free independent advice and mediation for council leaseholders who live in their home
- Empower council tenants and resident leaseholders to get involved in making decisions about your home and estate:
 - Providing more support to start a Tenants and Residents Association
 - Providing more support to run key services on your estate like cleaning, repairs and grounds maintenance
- Work with residents to deliver major improvements to the Aylesbury, Tustin, Ledbury and Abbeyfield estates
- Reduce the number of empty homes and rooms:
 - Increasing support for council tenants to rightsize to a home that is right for them, so we can also release more large homes for families living in overcrowded conditions
 - Launching a Good Lettings Agency that makes it easy for landlords who have empty homes to let them at affordable rents to essential workers, homeless families and refugees make it free to license a home that is rented through the agency
 - Taking a zero tolerance approach to empty homes, using all the powers available to the council to tackle the worst offenders
 - Re-letting vacant council homes as soon as possible
- Increase protections and support for private renters:
 - Extending our licensing scheme so private landlords have to meet higher standards

- Fund free advice services for private sector tenants so support is there if a landlord is acting unfairly
 - Taking a zero tolerance approach to rogue landlords, using all the powers available to the council to tackle the worst offenders
- Keep council homes safe and campaigning for the costs of the cladding crisis are met by developers, not leaseholders
- Guarantee support to everyone who is street homeless in Southwark access to a home of their own

Keeping you safe

Your local council will launch an anti-social behaviour task force and invest in our CCTV network. We will upgrade all our street and estate lighting and work with you to identify and redesign the spots where you feel most unsafe. We will take on misogyny and violence against women and girls, rolling out our women's safety charter to pubs and venues across the borough and delivering a women's safety centre where women can turn to for support when facing abuse. We will work to tackle youth violence, putting young people, victims and their families at the heart of our work. We will take a zero tolerance approach to hate and seek to make our borough safe for all our communities.

We will:

- Tackle anti-social behaviour:
 - Launching a new £2 million anti-social behaviour task force to provide a highly visible presence to tackle crime and anti-social behaviour hotspots, with more community safety wardens
 - Investing in our CCTV network, providing more cameras and more operators
- Upgrade street and estate lighting:
 - Install clearer, safer, greener LED street and estate lighting across the whole borough
 - Work with the community to redesign lighting in locations that are a priority for Southwark residents
- Tackle misogyny and violence against women and girls:
 - Challenging misogyny, working with our schools, employers and community groups to deliver a major campaign to promote positive male behaviours towards women and make clear male harassment and violence towards women will not be tolerated in Southwark
 - Improving public spaces where women tell us they feel unsafe
 - Asking all organisations that operate at night in Southwark to sign our Women's Safety Charter including training their staff to support women who report harassment and take action to keep their female customers safe
 - Establishing a ground-breaking Women's Safety Centre, so women experiencing violence or abuse can access all the support they need in one place
 - Working with the Metropolitan Police to tackle male violence against women, and challenge them to work with women to rebuild their trust and confidence in the Met
- Make Southwark safe for young people:
 - Working to end youth violence, putting young people, victims and their families at the heart of our community safety work. Take an evidence-based, public health approach and evaluate all of our efforts to ensure we reduce violence and make young people safer
 - Working with the local community and police to ensure stop and search is used fairly
- Make it clear that there is no place for hate in Southwark, taking a zero tolerance approach to hate crimes

Investing in communities

Your local council will continue to celebrate the diversity and heritage of our borough, and will support community-led action with at least £20 million of funding. We will continue to expand our library services and offer more free English, maths and digital skills courses. We will improve community facilities including a new LGBTQ+ community centre and supporting a new Latin American cultural centre. We will make Southwark a Borough of Sanctuary and continue to welcome migrants and refugees to our neighbourhoods.

We will:

- Work with communities in Southwark to make the borough fairer, greener and safer:
 - Investing £20 million in community-led action, working with residents to set priorities for their neighbourhoods
 - Strengthening Southwark's network of community-led hubs, so all residents can get involved in giving back to your community, find local activities and access free advice on money matters, housing and mental wellbeing
- Continue to expand our library service:
 - Increasing the range of services accessible through our libraries
 - Open a new library on the Aylesbury Estate
 - Opening an expanded library on the Kingswood Estate
- Provide free English, maths and digital skills courses at local libraries or family centres, so everyone in Southwark can participate fully in the life of our borough
- Celebrate Southwark's diversity, funding local community groups to deliver events and festivals that showcase the diverse histories, music, food and art of our communities
- Improve facilities for Southwark's diverse communities:
 - Working with the community to establish a Latin American cultural space, run by and for the community it serves
 - Securing a permanent LGBTQ+ cultural space in partnership with the community
- Establish a 'Southwark Together' civic leadership programme to empower more people from underrepresented groups to take up leadership roles across our community
- Ensure people with disabilities have a stronger say in the future of our borough, working together to establish a new Inclusive Southwark Forum
- Welcome migrants and refugees to our borough, working with local communities to welcome and support people fleeing persecution, conflict and disasters

Supporting families

Your local council will support residents at every stage of their lives. We will support children and young people to thrive, ensuring our schools are excellent and that they are guaranteed mental health support when they need it. We will offer a range of activities to keep all our residents fit and healthy, including a new council-run leisure service. We will support older people with the care they need through new residential and home care support. We will tackle fundamental inequalities in access to healthcare so that all our residents can stay healthy.

We will:

- Support Children and Young People to thrive:
 - Supporting new families, ensuring residents have a family centre close by, to access the advice, activities and support to help children thrive
 - Launching a new sure-start for teenagers service, so young people and their parents can get support and advice as they grow up
 - Guaranteeing mental health support for all Southwark children and young people when they need it, delivered via our ground-breaking Nest walk-in services and support in every Southwark school
 - Supporting children in care and care leavers to live in or close to Southwark
 - Supporting young people not in education, employment or training (NEETS)
- Ensure our schools are high quality and inclusive:
 - Working with schools to create a 'We Are Southwark' curriculum, so young people at all Southwark schools can learn about civic involvement, respectful relationships and the rich diversity and history of our borough, including the history of our Black, Asian and minority ethnic communities
 - Working with our schools to keep standards high
 - Investing in evidence-based action to improve language and literacy skills for early years and primary children, so every Southwark child can succeed
 - Working with schools to ensure every Southwark child can complete their full school education in school, launching a School Inclusion Charter to prevent permanent exclusions and end off-rolling
 - Completing the expansion of Charter East School so more children can attend a local secondary
- Provide great playgrounds for children of all ages, ensuring that wherever you live in Southwark you have local high quality playgrounds, including play equipment for children with disabilities
- Ensure young people have access to positive activities:
 - Ensuring that wherever residents live in Southwark there are local youth work and sport activities
 - Ensuring access to a mentor for young people who are most in need
 - Putting our new Southwark Youth Parliament in the driving seat, working with them to set priorities for all funding for youth services, as part of our Youth Deal, so together we can ensure it delivers for every Southwark young person
- Enable residents of all ages to stay active and healthy:
 - Establishing a new in-house active Southwark service with access to a wide range of activities across our pools, leisure centres, outdoor gyms, parks and sports facilities
 - Opening a new leisure centre at Canada Water
 - Exploring sites for open-water swimming
- Improve access to mental wellbeing support, launching innovative new mental wellbeing support for adults, designed and delivered with and for people from across Southwark's diverse communities. Including support for parents delivered by parents.
- Introduce support for all unpaid carers, regardless of whether the person they care for gets funded care

- Ensure Southwark residents have access to good quality residential and home care:
 - Rolling out our new Residential Care Charter to ensure all Southwark residential and nursing homes have high standards of care and fair pay for care home staff
 - Ensuring every care home has a Family Forum so you have a place to raise any concerns about your loved one's care
 - Opening more extra care housing
 - Opening a new nursing home
 - Looking for opportunities to bring social care services in house, under the control of user led groups or into cooperative ownership

- Reduce inequalities in access to health care:
 - Working with the community to establish a modern centre for Black African and Caribbean elders run by and for the community it serves
 - Working with our communities and NHS to reduce inequalities in access to healthcare, including those faced by Black, Asian and ethnic minority people
 - Expanding our Community Health Ambassadors network to empower more people to work with their community to increase the uptake of life saving vaccinations and cancer screening

- Provide a defibrillator (AED) for every school and in public buildings to ensure all residents have access to these lifesaving pieces of equipment

Item No. 11.	Classification: Open	Date: 18 July 2022	Meeting Name: Cabinet
Report title:		Climate Emergency Annual Progress Report and Update of the Climate Strategy and Action Plan	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Helen Dennis, Climate Emergency and Sustainable Development	

FOREWORD - COUNCILLOR HELEN DENNIS, CABINET MEMBER FOR THE CLIMATE EMERGENCY AND SUSTAINABLE DEVELOPMENT

The most recent report from the Inter-Governmental Panel on Climate Change (IPCC) has once again, been another stark warning, that things must change in order to avoid irreversible and damaging climate change. The authors have called for a “decade of action” and this is a call that all of us in positions of leadership and responsibility must heed. At the same time however, there is a glaring gap between global and national targets, and the delivery of the changes required, and at the local level we are having to face up to the reality of huge resourcing gaps which stand between our political ambition to be a carbon-neutral borough by 2030, and our ability to achieve this.

This updated action plan and progress report aims to highlight some of these challenges, providing further detail about timelines and funding for pieces of work as requested by the Overview & Scrutiny Committee, whilst also celebrating many of our achievements in Southwark and successful projects to date. Over the last year in the role as lead Cabinet Member for the Climate Emergency, it has been encouraging to see some really ground-breaking pieces of work near completion – whether that has been the delivery of our Public Sector Decarbonisation Scheme programme, installing solar panels and heat pumps into public buildings like our libraries, or the £7m retrofit of district heat networks on the Consort, Newington and Wyndham Estates. We are also ensuring that policies across the Council line up with our climate plans, and I am delighted that our now adopted Southwark Plan has such stretching carbon reduction targets for new developments – both residential and commercial – in our borough.

We know that tackling the Climate Emergency must be a collaborative borough-wide effort, and so that’s why in this updated action plan, we have also sought to draw on the collective wisdom of our recent Citizens’ Jury on Climate Change, as well as integrating new political priorities which will be reflected in our forthcoming Council Delivery Plan. Building on the £13m already allocated from our Climate Capital Fund for work which includes the establishment of a Southwark Schools Decarbonisation Fund, and for the acceleration of LED street lighting across the borough, we are intending to use the limited resources that we do have, to enhance some of those areas that have been prioritised by the

Jury, including through the investment of an additional £1m to improve walking routes across Southwark. Further improvements to parks and green spaces will also be supported through the Climate Capital Fund. And a new Southwark Community Energy Fund will be developed to enable groups to scale up their work locally.

Ultimately, this work must be about improving the lives of people and future generations across our borough. And with all the current pressures on household finances, we must continue to demonstrate that climate action can improve wellbeing for those at the sharp end of the cost of living crisis. As we continue to reflect on where we need to go further, we will be focusing on those things that deliver real and tangible benefits for our residents, including through the creation of 2000 new green jobs, and we will increase our advocacy where that's required – especially in the areas of housing retrofit and the need for public transport investment. And we will also be exploring ways in which we can improve on our community engagement around climate change, building on the work of the Citizen Jury by creating a network of Climate Ambassadors and improving our online communications. I want to thank everyone who has been part of this journey to date, and look forward to continuing this vital work in partnership with you.

RECOMMENDATIONS

1. Notes the progress made since publication of the previous climate change strategy and action plan in July 2021.
2. Agrees to the publication of the smart action dashboard, as set out in the report, on the council's website, which highlights the extent of delivery across the council but also the significant funding, resource and expertise gap in achieving net zero by 2030.
3. Agrees the approach to reviewing council wide policy and ensuring that climate objectives are built into the council's wider work as standard.
4. Agrees the proposed community engagement approach and associated governance structure, which sets out how the citizens' jury process will be utilised to underpin further resident engagement.
5. Notes the significant amount of revenue and capital funding now allocated in support of the action plan, and agrees to explore every route to attract and maximise additional resources for the Climate Emergency.
6. Agrees to proceed with additional allocations from the Climate Capital Fund to deliver projects in line with the climate action tracker and some priorities set out by the Citizens' Jury.

BACKGROUND INFORMATION

7. In July 2021, Southwark Council published its first Climate Change Strategy and Action Plan. As part of this, the council promised that it would annually review progress taken towards becoming a carbon neutral borough by 2030.
8. In December 2021, Overview and Scrutiny Committee made a number of recommendations to cabinet. Amongst other points, these recommendations included that the climate action plan should be 'be fully costed, showing clearly what funding is currently available, all sources of potential funding, innovative solutions to be tried, and where gaps remain'. It also recommended that the strategy and action plan be 'aligned with other major Southwark Council policies like the New Southwark Plan, the Waste Strategy, and the Movement Plan'.
9. In March 2022, the council published a response to the Overview and Scrutiny Committee's report on the strategy and action plan. Within the response, the Council promised to 'revise Southwark's Climate Action Plan to include smart targets throughout, including staged timeline and funding requirements and allocation against each action and policy'. It also promised to 'carry out a review to ensure the alignment and integration of all council policies with the Climate Action Plan.'

CITIZENS' JURY

10. From November 2021 to March 2022, the council ran a Citizens' Jury focused on climate change, with the aim of supporting the update of its Climate Action Plan. Made up of 25 residents with a broad range of views and experiences, the group was brought together to respond to the question; *'what needs to change in Southwark to tackle the emergency of climate change fairly and effectively for people and nature?'*
11. During the sessions, jurors heard from a range of expert commentators on climate change and had an opportunity to question the commentators, share opinions with each other, and ultimately reach a set of recommendations on how Southwark can best reduce emissions across the borough.
12. The jury formed a total of 20 recommendations in response to the central question, tackling themes such as housing, transport and business. As part of this process, the council promised to align the climate action plan with the recommendations set out by the jury where feasible. The council has therefore reviewed all actions within the climate action plan against the jury's recommendation, to align priorities where possible and ensure the council's work reflects the priorities set out by the jury.
13. This has resulted in a number of new actions being added to the climate action plan, or changes in wording to better reflect the jury's proposals. There were also actions that better aligned with other council policies, and

some that the council has limited influence over or cannot take forward. The council has responded in full to the recommendations of the Climate Change Citizens' Jury in an adjoining report also being considered by Cabinet in July 2022.

KEY ISSUES FOR CONSIDERATION

14. The council is committed to improving its reporting of progress on climate change related projects. This report provides and update on recent progress in the last 12 months, updated carbon emissions data and a full list of smart (specific, measureable, achievable, realistic, and time-bound) climate actions. In order to ensure the information is publically accessible, alongside this report, the climate change pages on the council's website will be refreshed, to allow clearer and more transparent reporting of progress, sharing of best practice and information on what residents can do to lower their own emissions.

Projects delivered to date

15. Since July 2021, considerable progress has been made in our approach to the climate emergency. On internal procedures and engagement, the council has done the following:
 - Resulting from a constitutional change, embedded climate change 'concurrent' in all reports, ensuring that due thought is given to the impacts of all decisions taken by the council on emissions.
 - Set up internal governance structures (at an officer and director level) to oversee the delivery of our climate action plan.
 - Set up key funding streams to develop new carbon-saving projects, through the Green Buildings Fund and the Climate Capital Fund.
 - Established a baseline budget to support a permanent Climate Change Team.
 - Updated existing policies across the council to reflect the climate action plan.
 - Overseen the running of a Citizens' Jury, which produced a report that has been fully considered in our updated action plan.

16. We have also seen significant progress in the projects and schemes rolled out to reduce carbon emissions and protect biodiversity in the borough. This includes:
 - Significant retrofit on council-owned buildings such as offices, libraries and youth centres, including LED installation, solar PV on nine new sites, air-source heat pumps, glazing improvements and insulation upgrades.
 - Introduced a diesel surcharge and ongoing delivery of electric vehicle (EV) charging (nearly 400 charge points in total), including new charge points at council buildings on Tooley Street and Queens Road.

- Surpassed the target of planting 10,000 trees by 2022 and significantly expanded our Allotment Guarantee, with 108 new allotment plots created on estates.
- Secured funding with adjacent boroughs to establish a Green Skills Hub at London South Bank University.
- £16 million of funding secured to bring a low-carbon heat network to a new area of Southwark, expected to deliver on average 11,100 tonnes of carbon savings each year.
- Allocated an additional £2.18 million of funding to accelerate plans to switch all street lighting to LED, cutting carbon emissions in half.
- Publication of the Southwark Plan, which supports the creation of 58,000 new jobs, as part of a green new deal for the borough. It also designates 22 new sites of importance for nature conservation and brings forward stretching targets for the reduction of on-site carbon emissions, going beyond the London Plan.
- A reduction of 50% of carbon emissions from our pension fund at the end of September 2021, compared with those at March 2017. This is part of our overall aim of reaching net zero carbon in our pension fund by 2030.
- All 10 Southwark Streetspace schemes have been made permanent, reducing traffic and promoting more active travel.

Projects delivered in the next 12 months

17. All of our actions are detailed within the climate action plan, which included in the Appendix 1 of this report. Below are some of the projects that are part of that action plan, which will be delivered in the next 12 months:
 - Feasibility assessments to be completed for worst-performing operational council buildings, with future projects totaling £8.7million
 - Roof insulation in properties identified by Warmfront will be completed
 - Exemplary pilot schemes to be developed on site in Ann Moss Way and the Tustin Estate
 - Completion of heat pumps project currently on site at the Consort, Newington and Wyndham estates. Between these three sites, heat will be supplied to 2,175 properties
 - On track to have 500 cycle hangars installed by summer 2022
 - Initial scoping meeting held to develop terms of reference for schools climate network
 - Implementation of new Pesticide Policy adopted across the council
 - Launch the green strand of the Pioneers Fund to support local businesses to take climate action
 - Delivery of the Lost Peck Flood Alleviation Project, with £1.77m in funding support from the Environment Agency
 - Pilot projects progressed at Brunswick Park Primary School and Crampton Primary Schools, converting heating systems to air source heat pumps

18. In addition, the administration is setting out its priorities for the council term through the forthcoming Council Delivery Plan. Among other things, this will include additional actions to tackle the Climate Emergency such as:
- Establishing a Southwark Green Finance initiative to maximize the resources available for climate action
 - Halving the Council's operational emissions again
 - Rolling out an ambitious programme to upgrade heating and insulation on our council homes
 - Establishing a Southwark Green Homes Advice Service
 - Creating 2000 additional green jobs
 - Working for Southwark to be the first inner London borough to have at least 100,000 trees
 - Doubling the number of cycle hangars again and offering free cycle lessons to residents
 - Delivering 1000 more EV charging points

Smart actions

19. To ensure clear ownership of actions, set achievable milestones and track the progress on our actions going forward, the council has also developed a 'smart' action tracker (Appendix 1). An accessible, online version of this tracker is being developed and will be published on the council's climate change webpages. In publishing these actions online, the council can ensure that information on progress is available to all. Actions can also be updated to reflect the latest progress on an ongoing basis, rather than waiting for annual reporting cycles. New actions will be added as identified on an ongoing basis.
20. As detailed in the adjoining Cabinet paper on the Citizens' Jury, progress against the jury's recommendations will also be tracked via the smart action tracker, rather than creating a separate process for reporting. Numerous recommendations from the jury were already included in the council's work. There are also several reworded or entirely new actions that have been added to the council's climate action plan in response to the jury's work, alongside a small number of jury recommendations that have not been taken forward at this time.

Delivery challenges for our 2030 commitment

21. As outlined in the Climate Change Strategy (2021), there are significant challenges that need to be addressed if we are to reach our carbon neutral target by 2030. Firstly, a considerable funding gap must be closed if we are to progress towards net zero carbon. For example, the cost of building retrofit required to upgrade our council housing stock and beyond that, the huge scale of change required across the private building stock. Resources that are being made available centrally, such as the Social Housing Decarbonisation Fund, often have short time-frames and require local authorities, all of whom must respond to the Climate Emergency, to bid against one another for a relatively small pot of funding.

22. In the current context, transport funding is also a particular challenge. The lack of a long-term funding settlement for TfL is creating a huge amount of risk and uncertainty around the resources available for public transport, active travel and infrastructure to support the climate strategy and action plan.
23. Secondly, there is a shortfall of expertise, skills and knowledge in the market place, around key areas such as retrofit, to deliver the ambition of being carbon neutral by 2030.
24. Thirdly, we will need additional staffing resource in the council to deliver the actions and to work with and engage with partners. The challenge around our annual budget settlement is well known, with the council having lost the equivalent of 63p in every £1 of grant funding from central government since 2010.

How we are responding to those challenges

25. On the financial gap, we are continuing to support our project delivery through the Climate Capital Fund and the Green Buildings Fund. A total of £13m has already been allocated from the Climate Capital Fund, this report sets out the next tranche of funding to be allocated from this funding stream:
 - Funding to improve walking in Southwark: £1m
 - Green space enhancements and biodiversity improvements: £1m
 - Funding to further reduce the council's own emissions: £5m
 - A Southwark Community Energy Fund: £400k
 - Additional funding for cargo bike expansion: £100k
26. The council is also developing the first Green Buildings Fund proposals, which will to be presented to Planning Committee later this year.
27. On top of this, the council will continue to seek government funding, building on its successful delivery of the Public Sector Decarbonisation Scheme project, and consider other additional sources including through a Southwark Green Finance initiative. The council will expand its lobbying of national government for crucial funding such as building retrofit, where there is a significant gap in the council's funds.
28. On skills and resources, the council is already working with other local authorities to develop a Green Skills Academy at LSBU and to enhance work around retrofit. Internally, our Southwark Construction initiative will also play a leading role in developing green skills.
29. On additional internal resources, the council will focus on those priority actions within the climate action plan where additional resource has been identified as a barrier to delivery and will explore how to effectively bridge the resourcing gap.

Data

30. Following on from an initial assessment of emissions as part of the Climate Change Strategy in 2021, the council has recommissioned an assessment of emissions based on more recent data. This report is contained with Appendix 2 and covers an assessment of both the council's own emissions and wider emissions for the borough as a whole.
31. The council's own emissions were analysed using data from 20/21, covering the council's buildings and vehicles (primarily scope 1 and 2 emissions) and the council's procurement (scope 3). In total the council emitted 415 ktCO₂e, with procurement accounting for 84% of total emissions. While emissions have decreased from the data included in last year's report (19/20 data), it should be noted that this more recent assessment coincides with a number of coronavirus restrictions, such as enforced home working, which will have impacted on reducing energy use in operational buildings, while increasing energy use at home.
32. Emissions under the council's direct control, scope 1, were once again dominated by buildings, with the main emitters highlighted in Appendix 2. Council housing is responsible for over 90% of these emissions and the borough's climate action plan has a number of actions that focus on addressing this issue as a priority.
33. The remaining operational emissions (including schools and vehicle fleet) are the focus of the council's target to halve emissions again by 2026, an action detailed within the climate action plan. Leisure centres have been included in the data provided, given their upcoming return to council management and therefore the need to address the emissions generated by these buildings as a priority.
34. Appendix 2 also details the methodology used for analysing borough wide emissions, which were also led by buildings (75%) and transport (18%). This assessment of data from 2019, also shows a decrease in emissions from those presented last year (using 2017 data). However, the council will continue to strengthen this analysis as new, more recent data sets become available, to understand trends and how this should inform priorities within the climate action plan.
35. The emissions analysis list the assumptions used to generate the data alongside guidance for future reporting, as the council will be undertaking more of the analysis directly in future years.

Communications and engagement

36. For Southwark to achieve its bold ambition to be carbon neutral by 2030, the whole borough needs to work together, to change the way we live our lives and run our businesses. The council has a leadership role in supporting this work, but we know our communities, businesses and partner organisations will have their own ideas and solutions for helping the

environment and reducing carbon emissions. Through effective communication and engagement as set out in a comprehensive communications and engagement strategy, the council will:

37. **Inform** – The work of the citizen’s jury showed us that there is a wide range of knowledge and understanding about climate change in our borough, with some residents knowing a great deal, and others feeling uninformed. Through council channels, voluntary and community organisations, business networks, schools and colleges, we will ensure everyone in the borough can access accurate and useful information about the steps they can take to tackle the climate emergency, the progress we are collectively making, and what others are doing.
38. **Influence** – To do everything we want to do as a borough, we need national policy change, and additional government funding. We will continue to work with local councillors, MPs, London Councils, the GLA and campaign groups to exert our collective influence on national decision-makers to bring about positive change. From financing the retrofitting of tower blocks to helping residents insulate their homes, we will press for what Southwark needs to become carbon neutral.
39. **Engage** – We know local people hold the solutions to many of the challenges we collectively face, whether it’s through shared activities like community gardening to reduce air miles and supermarket packaging, or individual actions like reducing car use.
40. We will work with our voluntary and community sector partners to create a network of climate champions who will help raise awareness of climate issues and support environmental projects in their neighbourhoods.
41. Children and young people have demonstrated their commitment to protecting the planet for their own futures, and we want to help them channel their energy and enthusiasm into local projects, and work with them to develop a Let’s Go Zero Schools Network.
42. We will also bring together and continue to engage and work with our partners across the borough, such as businesses, large institutions, the NHS, and housing providers, to ensure we are all working together on our common goals. In addition to our Annual Conference, we are also planning to launch the Southwark Sustainability Awards in 2022 to celebrate good practice across the borough.
43. We will connect with campaigners and activists across the Southwark, and establish a regular pattern of meetings, to ensure that we are listening to concerns and challenging ourselves to be as ambitious as possible.

Policy framework implications

44. The council will also ensure that internal policies align with our climate change strategy, including refreshed versions of our Southwark Nature

Action Plan, Air Quality Action Plan, Movement Plan, and Economic Wellbeing Strategy. This is shown in our policy tracker, which can be found in Appendix 3. The policy tracker is a result of a review of key policies across the council, and we will continue to update this to reflect how these policies are being aligned with our climate goals.

45. The council will also develop an Adaptation Strategy, focussing on how to best prepare the borough for the impacts of climate change. This will build on work already taking place on climate change mitigation, such as our Local Flood Mitigation Strategy.

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

Community impact statement

46. The evolving communications and engagement plan on climate change will reaffirm our commitment to engagement, empowerment and education, and working with all our residents is essential to our success. As set out in the climate strategy, we will particularly focus on groups who are traditionally under represented and ensure that our work reflects the aspirations and concerns of our residents.
47. The council is committed to the values of a fairer future for all, and as detailed in this report is committed to narrowing social inequality and injustice. This has been a key consideration of the development of the council's communications and engagement plan on climate change.

Equalities (including socio-economic) impact statement

48. While everyone is affected by climate change, the extent of that impact is not equal. Climate change has the biggest impact on those who are poorer or have underlying health conditions. Black, Asian and Minority Ethnic residents are disproportionately affected. Social justice is central to our approach including maximising the co-benefits of action and ensuring that climate change policy reduces inequality and promotes fairness. Recognising the inequality in the climate emergency, we are aiming to engage with the broadest section of the borough so that those who are most affected are able to share their views about the solutions. This has initially been realised through the work of the citizens' jury.

Health impact statement

49. Action towards climate change can promote improvements in health, for example by reducing pollution, mitigating against extreme temperatures, and encouraging active travel.

Climate change implications

50. This report directly addresses how the council is continuing to focus on climate change within its work, ensuring it underpins all we do as a council.

The report demonstrates the progress and improvements made over the last 12 months, since the publication of the council's initial climate change strategy and action plan, while also recognising that further work is needed, at pace, to ensure progress towards the 2030 target.

Resource implications

51. The climate action plan sets out where resource is an issue for the council in delivering the stated actions. As detailed above, we will explore how to effectively close the resource gaps in key areas to allow delivery of actions.

Legal implications

52. There are no direct legal implications arising from this report; however, any necessary legal advice should be sought in relation to individual decisions resulting from the ongoing implementation of the Climate Change Strategy and Action Plan.

Financial implications

53. The Council has committed to becoming carbon neutral by 2030 and has invested in excess of £100m in the capital programme. In addition, in February 2021, cabinet approved a capital budget of £25m as part of the council's capital programme to help tackle the Climate Change Emergency.
54. Projects totalling £13m have already been approved and additional projects costing £7.5m are also being proposed for approval to prioritise key actions within the council's climate action plan, aligning with a number of recommendations as set out by the climate change citizens' jury.
55. Any agreed additional projects and action plans that cannot be contained within existing budgets will be considered as part of the council's budget setting process for both revenue and capital budgets.
56. Officers will also be exploring external and central government funding in contributing towards the council's agenda for climate change.
57. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

Consultation

58. Full consultation was carried out prior to the publication of the initial Climate Change Strategy and Action Plan in July 2021. The focus of resident engagement since that point has been the undertaking of a climate change citizens' jury, as detailed within this report. The work of the jury has directly influenced the refresh of the climate action plan and the smartening of the actions contained within.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

59. The council has the statutory authority to produce this policy in accordance with the powers of general competence in section 1 of the Localism Act 2011. In order to achieve best value it is advisable to review the progress of such policies.
60. The cabinet will need to ensure that the public sector equality duty in section 149 Equality Act 2010 is considered in developing and finalising this policy i.e. to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others. The report recognises the potentially disproportionate impact of climate change on those with protected characteristics and particularly refers to this in the community impact section above. Consideration has been given to ensuring that those with protected characteristics can appropriately engage in the consultation process. It is noted that a full equalities analysis will be produced to be considered by the cabinet when it finally determines the climate strategy after the consultation.
61. The development and review of a Climate Change Strategy and Action Plan is an executive function of the Council which can be considered by the cabinet in accordance with Part 3B of the council's Constitution.

Strategic Director of Finance and Governance (CAP22/016)

62. This report is requesting cabinet to note the Council's Climate Emergency Annual Progress Report and provide an update of the Climate Strategy and Action Plan
63. The strategic director of finance and governance notes the financial implications in the report and understands any proposed action plan that cannot be contained within existing revenue and capital resources will be considered as part of the council's budget setting process for revenue and capital.
64. The strategic director of finance and governance also notes that officers will be exploring external and central government funding in contributing towards the council's agenda for tackling climate change emergency.
65. Officers' time and any other costs associated with this recommendation to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Response to overview and scrutiny committee on climate strategy and action plan	Constitutional Team / Tooley Street	Paula Thornton Paula.thornton@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s105588/Report%20Response%20to%20the%20OSC%20report%20-%20Southwarks%20Climate%20Strategy%20and%20Action%20Plan.pdf		

APPENDICES

No.	Title
Appendix 1	Climate Action Plan
Appendix 2	Emissions Report
Appendix 3	Policy Tracker

AUDIT TRAIL

Cabinet Member	Councillor Helen Dennis, Climate Emergency and Sustainable Development	
Lead Officer	John Wade, Head of Traded Services	
Report Author	Tom Sharland, Climate Change Programme Lead	
Version	Final	
Dated	6 July 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		6 July 2022

Theme	Goal	Code	Action	Phase of Action	Director	Team leading action	Work Completed to Date	Upcoming Milestone(s)	Key Performance Indicator of Milestone	Milestone Timeline	Major Risks to Milestone	Estimated Cost of Milestone	Funding in Place for Milestone	Type of Carbon Saving
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	The phase the action is in: R&D / Engagement / Implementation / Completed / Closed	Director accountable for action	The team leading on this action	The work that has been completed to date on this action	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m	The status of funding for this milestone	How carbon will be saved by an action Enabling: those actions that lead to an indirect carbon saving Direct: those actions that lead to a direct carbon saving
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing buildings	A.1. i	Define options for energy performance standards, Energy Use Intensity targets and policy response to update to Building Regulations 2022.	Research & Design	Stephen Platts	Planning Policy	Preparation and adoption of Southwark Plan Policy P70 (Energy)	Conduct the early review of the Southwark Plan energy policies in relation to energy performance standards	Complete the early review of the Southwark Plan energy policies and ensure they align with the net carbon zero target by 2030	TBC 2024	Resource Timeline	Low	Yes	Enabling
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing buildings	A.1. ii	Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions	Research & Design	Stephen Platts	Planning Policy	Adopted Heritage Supplementary Planning Document (SPD) with guidance on retrofitting. Very early scoping work for Climate SPD has been completed.	Update website with guidance for residents and applicants prior to submitting planning applications and provide guidance to council officers Draft Climate Change SPD to be adopted	Climate Change SPD to go to consultation and then adoption	2023	Resource Timeline	Low	Yes	Enabling

<p>A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use</p>	<p>1. Policy is used to improve energy efficiency standards in existing buildings</p>	<p>A.1. iii</p>	<p>Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality</p>	<p>Research & Design</p>	<p>Stephen Platts</p>	<p>Planning Policy</p>	<p>Preparation and adoption of Southwark Plan Policy P59 (Green Infrastructure), P50 (Biodiversity) and P65 (Improving Air Quality). Early scoping work of early review of Southwark Plan underway.</p>	<p>Conduct the early review of the Southwark Plan in the context of climate change mitigation and adaptation through environmental policy such as green infrastructure, biodiversity and air quality</p>	<p>Complete the early review of the Southwark Plan in the context of climate change adaptation, biodiversity and air quality</p>	<p>TBC 2024</p>	<p>Resource Timeline</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>
<p>A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use</p>	<p>2. Introduce new stronger planning rules to make sure all new developments meet high green standards</p>	<p>A.2. i</p>	<p>Assess options in the early review of the Southwark Plan for encouraging the use of recycled materials in new development as a means of reducing the embodied carbon of new builds</p>	<p>Research & Design</p>	<p>Stephen Platts</p>	<p>Planning Policy</p>	<p>Preparation and adoption of Southwark Plan Policy P61 (Reducing Waste). Scoping work of early review is underway.</p>	<p>Conduct the early review of Southwark Plan reducing waste policy (P61) in relation to recycled materials to reduce embodied carbon in new build development</p>	<p>Climate Change Supplementary Planning Document to be adopted</p>	<p>2023</p>	<p>Resource Timeline</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>
<p>A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use</p>	<p>2. Introduce new stronger planning rules to make sure all new developments meet high green standards</p>	<p>A.2. ii</p>	<p>Ensure compliance with planning policies for improved energy efficiency in all new build properties by creating standardised measuring frameworks</p>	<p>Research & Design</p>	<p>Stephen Platts</p>	<p>Development Management / Planning Policy</p>	<p>GLA guidance on preparing energy statements has been monitored and the validation checklist is up to date</p>	<p>Assess measuring frameworks and when they can be used for new developments Explore how these frameworks can be used to close the performance gap between consented, constructed and in use schemes in the Southwark Plan Early Review</p>	<p>Consultation on any new / amended policy through Early Review of New Southwark Plan</p>	<p>Consultation by 2023</p>	<p>Technical (change in legislation) Resource Timeline</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>

<p>A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use</p>	<p>2. Introduce new stronger planning rules to make sure all new developments meet high green standards</p>	<p>A.2. iii</p>	<p>Approve the Carbon Offset Fund (now called the Green Buildings Fund) within Southwark in Autumn 2021, including governance structure and approach to prioritising spend</p>	<p>Complete</p>	<p>Chris Page</p>	<p>Climate Change</p>	<p>The Carbon Offset Fund has been approved and launched as the "Green Buildings Fund" inside Southwark Council. The Green Buildings Fund is now accepting applicants for capital projects that meet the criteria for selection.</p> <p>Action is now complete.</p>	<p>Action is now complete</p>						<p>Enabling</p>
<p>B. Buildings minimise their carbon emissions and maximise their energy efficiency</p>	<p>1. Guidance and support are made available to improve energy efficiency across the borough</p>	<p>B.1. i</p>	<p>Highlight best practice and leading examples of decarbonised buildings</p>	<p>Engagement</p>	<p>Stephen Platts</p>	<p>Planning Policy</p>	<p>Ongoing engagement with developers in Southwark, including through regeneration partnerships. Held an event and on-going conversations with Old Kent Road developers to introduce them to district heating, keep them up-to-date and ensure they are aware of the opportunities of district heating when designing a scheme.</p>	<p>A yearly review will be conducted to identify best practices and leading examples of decarbonised buildings which we can publish online</p>	<p>Yearly review for content</p>	<p>Ongoing</p>	<p>Resource</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>
<p>B. Buildings minimise their carbon emissions and maximise their energy efficiency</p>	<p>1. Guidance and support are made available to improve energy efficiency across the borough</p>	<p>B.1. ii</p>	<p>Launch a Southwark Green Finance initiative</p>	<p>Not Started</p>	<p>Chris Page</p>	<p>Climate Change</p>	<p>New action, no work to date</p>	<p>Complete a scoping document to identify the objectives of Southwark Green Finance initiative and what initial steps need to be taken for project initiation</p>	<p>Scoping document complete and next steps identified</p>	<p>2023</p>	<p>Funding</p>	<p>High</p>	<p>No</p>	<p>Enabling</p>

<p>B. Buildings minimise their carbon emissions and maximise their energy efficiency</p>	<p>1. Guidance and support are made available to improve energy efficiency across the borough</p>	<p>B.1. v</p>	<p>Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions</p>	<p>Implementation</p>	<p>Chris Page</p>	<p>Climate Change</p>	<p>Identified and contacted over 500 homes to inform residents they can access free funding to retrofit their home through the Southwark Council Healthy Homes Scheme and Warmer Homes Scheme</p>	<p>Scope the key activities of the Green Homes Advice Service</p>	<p>Scoping document for Green Homes Advice Service created</p>	<p>2023</p>	<p>Funding</p>	<p>Medium</p>	<p>No</p>	<p>Enabling</p>
<p>B. Buildings minimise their carbon emissions and maximise their energy efficiency</p>	<p>2. Residents and businesses improve the energy efficiency of existing buildings</p>	<p>B.2. i</p>	<p>Through the Green Buildings Fund, allocate £2 million for internal capital projects that meet the eligibility criteria by 2024</p>	<p>Engagement</p>	<p>Chris Page</p>	<p>Climate Change</p>	<p>Administration process of the fund has been completed, the Green Buildings Fund is now accepting applicants for capital projects that meet its criteria around carbon savings and seeking to disperse funds</p>	<p>Begin to allocate and disperse funds for projects Open the fund to external applicants</p>	<p>Allocate £2 million in funding for Southwark Council capital projects that meet the criteria of the Green Buildings Fund by 2024</p>	<p>2024</p>	<p>Timeline (difficulty identifying projects that meet funding criteria)</p>	<p>High (£2m)</p>	<p>Yes</p>	<p>Direct</p>
<p>B. Buildings minimise their carbon emissions and maximise their energy efficiency</p>	<p>2. Residents and businesses improve the energy efficiency of existing buildings</p>	<p>B.2. iv</p>	<p>Encourage private sector landlords to increase their EPCs to a B or C and enforce minimum energy efficiency standards in private rented sector properties with EPCs of F and below, or those that do not have an EPC</p>	<p>Implementation</p>	<p>Matt Clubb</p>	<p>Regulatory Services - Housing Enforcement Team</p>	<p>Introduction of the Gold Standard Charter scheme which encourages landlords to raise their EPCs to a B or C Enforcing minimum energy efficiency standards through the introduction of new licensing requirements which highlight the requirement for private rented sector properties to have an EPC of E or above</p>	<p>Further roll out of selective licensing scheme to a total of 19 wards. The application is planned for early 2023 subject to approval from Secretary of State (Department for Levelling up, Housing and Communities)</p>	<p>KPI targets will shortly be set for the following milestones: Number of landlords signed up to the gold standard charter Number of landlords confirmed compliant with minimum energy efficiency standards via licensing Number of successful enforcement actions taken where non-compliant</p>	<p>2023</p>	<p>Technical (landlords not signing up to the Gold Standard Charter) Resource (difficulties hiring qualified staff)</p>	<p>Low</p>	<p>Yes</p>	<p>Direct</p>

<p>C. Low-carbon technologies and practices are encouraged within the borough's buildings</p>	<p>1. Maximise the use of low-carbon technologies for new and existing homes</p>	<p>C.1.iii</p>	<p>Set policy and share best practice on installing non-gas heating systems in new non-domestic development that is not connected to SELCHP</p>	<p>Not Started</p>	<p>Stephen Platts</p>	<p>Development Management & Planning Policy</p>	<p>New action, no work to date</p>	<p>Ensure the Old Kent Road Area Action Plan supports knowledge building for developers, and identify what guidance is in scope for a possible Climate Change and Environment Supplementary Planning Document (SPD)</p> <p>Update content on planning website to signpost relevant information</p>	<p>Relevant content to be included in Climate Change and Environment Supplementary Planning Document and Old Kent Road Area Action Plan</p> <p>Website updated</p>	<p>Climate Change SPD adoption 2023</p> <p>Old Kent Road Area Action Plan adoption 2024</p> <p>Website updated 2022</p>	<p>Resource</p> <p>Timeline</p>	<p>Low</p>	<p>Partially (with additional resource from Old Kent Road team)</p>	<p>Enabling</p>
<p>C. Low-carbon technologies and practices are encouraged within the borough's buildings</p>	<p>1. Maximise the use of low-carbon technologies for new and existing homes</p>	<p>C.1.v</p>	<p>Develop an advocacy campaign calling on national government to provide increased investment in green homes, including changes in taxation (e.g. VAT) to make retrofit more affordable</p>	<p>Not Started</p>	<p>Chris Page</p>	<p>Climate Change</p>	<p>No work to date</p>	<p>Climate Change and Policy Team to research and develop an active advocacy campaign around Green Homes Investment Funds, which will be online before the end of 2023.</p>	<p>Launch of advocacy campaign</p>	<p>2023</p>	<p>Resource</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>
<p>D. Decarbonise operational council buildings</p>	<p>1. Reduce energy demand and cut energy waste in operational council buildings</p>	<p>D.1.i</p>	<p>Carry out energy audits on the largest energy consuming properties in the council's operational portfolio to tailor support and improvements</p>	<p>Complete</p>	<p>David Hodgson</p>	<p>Corporate Facilities Management & Asset Management Teams</p>	<p>A review of all Display Energy Certificate (DEC) ratings for the key operational buildings has been carried out. This audit has been used to inform the targeted carbon reduction works carried out as part of the Public Sector Decarbonisation Scheme delivery</p>	<p>Action is now complete</p>						<p>Enabling</p>

							and DEC improvement plans in place for all key operational buildings. Action is now complete.							
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1. ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 1, feasibility studies	Research & Design	David Hodgson	Corporate Facilities Management	Initial work on feasibility assessments for projects totalling approximately £8.7m have begun	Completion of feasibility studies	Feasibility study complete	2022	No major risks identified	Low	Yes	Enabling
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1. iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 2, funding bids	Implementation	David Hodgson	Corporate Facilities Management	Applied for around £4.8m funding from the councils Climate Capital Fund to retrofit 5 library sites and 3 children's centres	Funding to be confirmed and project started	Funding confirmed	2022	Funding (not confirmed)	Low	Yes	Enabling
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1. iv	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 3 proposed & current works	Implementation	David Hodgson	Corporate Facilities Management	Retrofit work totalling approximately £5m has been completed. This has delivered: > six sites with air source heat pumps > four sites have had LEDs installed > nine sites have been fitted with solar PV > three sites have received glazing improvements > one site has had insulation upgraded	Depending on the outcome of feasibility assessments, projects totalling approximately £8.7m are predicted to be delivered over 2022-24 across 22 sites. This is expected to deliver: > twelve air source heat pump schemes > fifteen LED installation schemes > six Solar	Feasibility studies complete and projects started	2024	Project management and delivery resources	High (work programme valued at approximately £8.7m)	Partially	Direct

								PV schemes > additional fabric improvement works (which includes two schools)						
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.v	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 1, feasibility studies	Research & Design	Stephen Platts	Sustainable Growth	£25k funding secured for feasibility studies	£25k to be spent on gaining Display Energy Certificates to Council Schools, this will inform which schools need retrofitting	Display Energy Certificates obtained	2022	Funding (not confirmed)	Low (£25k)	No (outcome of bid to be confirmed)	Enabling
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vi	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 2, funding bids	Implementation	Stephen Platts	Sustainable Growth	Secured £1.1m in funding to install heat pumps and improve insulation at Crampton and Brunswick schools which will act as a pilot for other schools Funding bid completed for £25k for collection of outstanding Display Energy Certificates to Council Schools	No further work planned at this time						Enabling
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vii	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 3 proposed & current works	Engagement	Stephen Platts	Sustainable Growth	Successful funding bid for a project to install air source heat pumps and improve building fabric to reduce heat loss at Brunswick Park Primary School Sports hall and Crampton Primary Schools	Internal council approval for procurement strategy for works and services needs to be gained	Project approval granted	2022	Timelines	High (£1.1m)	Yes	Direct

D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2. 1	Install clearer, safer, greener LED street and estate lighting across the whole borough	Implementation	Matt Clubb	Traded Services	As of March 2022 approximately 6000 luminaires have been replaced with LED luminaires	Completion of current capital LED programme	11,000 luminaires replaced with LEDs	2026	Technical (delays due to global material shortages)	High (£2.18m)	Yes	Direct
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2. viii	Ensure all council buildings are moved to 100% renewable energy tariffs	Implementation	Chris Page	Climate Change	All electricity supply for council operational buildings is now from green tariffs	Move all operational building gas across to green tariffs and move non-operational buildings to green electricity tariffs. This means all council energy supplies will be sourced from a green tariffs other than gas for council housing.	All council buildings on green energy tariffs	2023	Technical (International energy market volatility)	Medium (~300k)	Partially	Direct
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2. ix	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030	Research & Design	Chris Page	Climate Change	Data has been collected that will enable us to measure the current emissions output of operational buildings and allow us to set a baseline to measure progress in future years	Calculate baseline level of emissions from operational buildings Set target emissions level for each year Work with colleagues to achieve needed yearly reduction in conjunction with the Climate Change Action Plan	Yearly targets set Brief colleagues on required emission reductions	2022	No major risks identified	Low	Yes	Direct

D. Decarbonise operational council buildings	3. Guidance and support given to schools and academies to improve energy efficiency and reduce waste	D.3. i	Launch a network of Southwark Let's Go Zero schools to get children and parents involved in action to tackle the climate emergency	Engagement	Chris Page	Climate Change	Letter circulated directly to all Southwark head teachers asking them to sign up to Ashden's Lets Go Zero Campaign, 9 schools have now signed up	Initial scoping meeting to be set up to develop terms of reference for network, with schools already signed up to Lets Go Zero	Network to have terms of reference and membership confirmed and the first meeting held	2022	Timeline Resource	Low	No	Enabling
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1. i	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 1, feasibility studies	Implementation	David Hodgson	Asset Management	Two feasibility studies have been completed. Warmfront have identified properties needing roof insulation, Parity Projects have identified worst performing council homes and costed measures to improve these to EPC C	No further work planned at this time						Enabling
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1. ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 2, funding bids	Implementation	David Hodgson	Asset Management	Heat Network Efficiency Scheme - we applied for five separate grants and were successful across the board	Increase in dedicated staffing resource to apply for internal and external funding opportunities including Social Housing Decarbonisation Fund.	Submit bid for SHDF Identify and bid on other sources of funding	2022 for bids, activity also ongoing	Resource (limited resource to bid for funding)	Low	Partially	Enabling
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1. iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 3 proposed & current works	Implementation	David Hodgson	Regeneration & Development	> Upgrade to roof insulation in 190 properties, as identified by Warmfront study > Ongoing installation of condensing boilers to replace old inefficient appliances, 1,500 installed in 21/22 > Ongoing programme to replace old communal ventilation systems > Ongoing	Work will continue to complete roof insulation in all properties identified by Warmfront (additional 500) Window replacement project in street properties to receive £1m of funding through Climate Capital Fund	Complete roof insulation in properties identified by Warmfront. Complete window replacement project in street properties. Delivery of Asset Management Strategy to Cabinet	2022	Timeline (delays to the Asset Management Strategy)	Very High (approximately £90m to bring up entire stock to EPC C)	No	Direct

							programme of installing intelligent LED Lighting	Further proposals will be made as part of the Asset Management Strategy to be presented to Cabinet in 2022						
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2. i	Carry out initial feasibility and commercialisation assessments with the end goal of increasing the number of homes on the SELCHP network	Research & Design	David Hodgson	Asset Management (Engineering Services)	Veolia (with Southwark Council support) have secured £16m funding for extension of the heat network	New heat network project will deliver low carbon affordable heat to over 3,000 Southwark homes on eleven estates and five schools	Successful completion of commercialisation and contracts signed	2023	Resource Technical (commercial agreement not being reached) Technical (resident legal challenge)	High (£16m)	Yes	Direct
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2. ii	Replace gas as a heating source on the Consort, Newington and Wyndham housing estates	Implementation	David Hodgson	Asset Management (Engineering Services)	Heat pumps on site in three locations - Consort, Newington & Wyndham Between these three sites, heat will be supplied to 2,175 properties. Consort & Wyndham are more than 95% complete and being commissioned currently	Commissioning Newington heat pump Confirming completion of Consort and Wyndham sites	Confirm the completion of all 3 sites	2022	Timeline Technical (heat pumps not achieving performance specification)	High (project capital ~£8m)	Yes	Direct
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2. iii	Complete feasibility studies (with input from residents) which will allow every estate in the borough to design plans to move away from gas as an energy source	Research & Design	David Hodgson	Asset Management (Engineering Services)	The council has identified its highest priority sites in need of investment and written these into the Heat Networks Strategy Paper	Procurement of ten detailed feasibility studies to set the scope for upcoming major decarbonisation works at high priority estates. Southwark will be consulting with residents as part of the works process.	Feasibilities complete	2022	Timeline (procurement delays due to supply chain capacity)	Medium (£200k)	Yes	Enabling

E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2. iv	Implement a standardised measuring framework to ensure compliance with planning policies for improved energy efficiency in all new build Council properties	Complete	Stephen Platts	Housing & Modernisation	We now have standard employers requirements which includes design standards. These standards are updated annually in-line with best practice and so we will consider this action to be closed Action is now complete	Action is now complete						Enabling
E. Decarbonise council housing	3. Make all of our future council home projects net zero	E.3. iii	Focus on pilot schemes for low carbon homes which can inform policy, including piloting Southwark's first 'PassivHaus' council homes	Implementation	Stuart Davis	Housing & Modernisation	Ann Moss way is being explored as a small pilot scheme and Tustin estate as a mid/large pilot scheme. Achieving passivhaus standard is currently under review, with initial work proving cost prohibitive	Identify location, cost scheme and secure funding	First Passivhaus scheme delivered	2026	Funding (inflationary build costs)	High	Partially	Direct
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. i	Double the number of cycle hangars in the borough to meet a target of 1000 by 2026	Implementation	Matt Clubb	Highways	Nearly 500 hangars have been completed as of June 2022	Install 500 more hangars in the borough, doubling the amount of hangars to 1000 in total by 2026	500 hangars delivered in borough	2026	Technical (delays due to supply chain shortages)	High (£1.28m)	Yes	Direct
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. ii	Assess feasibility of new locations to extend the cycling network	Engagement	Matt Clubb	Highways	Borough-wide consultation pre-pandemic on Commonplace to determine best locations for new cycle lanes	Identify key locations for upcoming cycle schemes	List of schemes approved by cabinet	2022	Funding	Low (£25k)	Yes	Enabling

F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. iii	Increase cycle network coverage across the borough	Implementation	Matt Clubb	Highways	7.25km cycle network increase since 2019	Increase signed cycle coverage by 7km	Increase signed cycle coverage by 7km	2025	Funding	High	No	Direct
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. iv	Provide free cycle training for residents, including for young people, those with disabilities and cargo bike training	Not Started	Matt Clubb	Community Transport	New action, no work to date	Commission Cycle Confident for further trainings	Trainings are launched	2023	Resource Funding	Low	No	Enabling
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. v	Review the 10 Streetspace Low Traffic Neighbourhoods over the next 18 months including impact on carbon emissions	Complete	Matt Clubb	Highways	All post June 2020 Low Traffic Neighbourhoods consulted on as part of Experimental Traffic Management Order process, all trials now made permanent	Action is now complete		2022				Direct
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. vi	Improve access to walking in the borough and actively promote this as a zero-carbon method of transport	Not Started	Chris Page	Climate Change	Pledge on equal pavements made £1m allocated to progress this action	Deliver the Equal Pavements Pledge, working with older people, those with disabilities and limited mobility to make sure Southwark's streets are accessible for everyone Scoping exercise to determine where best this money could be spent	Scoping exercise complete	2026	Resource	£1m	Yes	Direct

F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. vii	Highway design minimises emissions through low-carbon design	Research & Design	Matt Clubb	Highways	Design options discussed with consultancy	Develop carbon cost tool for use during design of schemes to put a carbon cost against design options	Approval of carbon cost tool	2022	Funding	Low (£50k)	No	Direct
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1. viii	Highways contractor minimises emissions through low-carbon construction practices	Implementation	Matt Clubb	Highways	Conway prepare 'carbon dashboard' of material use for highway schemes, to inform more sustainable options. Also includes building energy use and fleet fuel use.	Completion of carbon baseline monitoring	Verified baseline data included in Metis carbon measuring tool	2022	Technical	Low	Yes	Direct
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1. i	Deliver 1,000 more electric vehicle charging points by 2026, so there are more in every neighbourhood	Implementation	Matt Clubb	Highways	Installed to date: Rapid (TfL led) - 11 Fast - 17 Lamp post - 367	Install 200 EV chargers	200 EV chargers installed	2023	Technical (delays due to global material shortages)	Medium (£400k)	Yes	Direct
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1. ii	Implement a borough-wide strategy for EV infrastructure by 2023, including stakeholder needs (e.g. taxis)	Implementation	Matt Clubb	Climate Change	Initial research into opportunity for extended EV charging facilities underway	EV Infrastructure strategy implemented	Consultation with relevant stakeholders	2023	Resource	Low	No	Enabling
G. Discourage the ownership and use of polluting private cars	2. Electric vehicles are actively incentivised to boost uptake	G.2. iii	Explore the feasibility of emissions-based parking permits as part of review into permits on streets	Complete	Matt Clubb	Parking Enforcement	Parking services already have in place a simple emissions based permit scheme for on-street locations and Paybyphone parking. Electric vehicles are charged the lowest fee for permits.	Action is now complete						Direct

G. Discourage the ownership and use of polluting private cars	2. Electric vehicles are actively incentivised to boost uptake	G.2. iv	Revise parking charges to discourage the use of polluting cars	Not started	Matt Clubb	Parking Enforcement	New action, no work to date	Benchmark fees and charges with the other London local authorities	Revise fees and charges by 2023	2024	Consultation	Low	No	Enabling
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4. i	Pilot incentives for residents to give up their cars altogether	Not started	Matt Clubb	Highways	New action, no work to date	Complete scoping document to identify options to incentivise reduction in car use. This could include interventions such as installing pocket parks and cargo bike storage on streets where residents agree to go car free	Scoping document complete	2023	Resource	Low	No	Enabling
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4. iii	Implement borough-wide controlled parking zones (CPZ) coverage	Implementation	Matt Clubb	Highways	63% coverage to date	94% borough coverage	94% delivered	2025	Consultation	High	Yes	Direct
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4. iv	Introduce measures to ensure that more roads around schools are car-free at the start and end of the school day	Implementation	Matt Clubb	Highways	41 schools streets delivered to date	Agree target for expansion of school streets delivery	Target for expansion of school streets agreed	2022	No major risks identified	High (£2.5m)	Yes	Direct
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1. i	Collaborate and lobby transport operators including Transport for London to make bus journeys quicker, more	Engagement	Matt Clubb	Highways	LIP 22/23 funding bid contains; access to public transport scheme (Denmark Hill) and Peckham bus priority schemes.	Input into TfL consultation to protect existing bus services	Retention of existing services	2022	Funding (TfL funding cuts have already led to bus route reduction)	High	No	Enabling

			reliable and zero emission				4% reduction of kms operated across London. Decrease in frequency in tube, train, buses. TFL consultation planned in June 22.							
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1. ii	Campaign for the reopening of Camberwell Station and the extension of the Bakerloo Line	Engagement	Chris Page	Climate Change	<p>Network Rail have undertaken long term planning which considers journey impacts of new train route</p> <p>A business case was complete for Camberwell Station in 2018 and now requires an update</p> <p>Letter was sent to the PM to call for a funding deal for TfL so that large infrastructure development can be planned</p> <p>Letter sent to Deputy Mayor referencing the need for Bakerloo Line extension</p>	Meet with Mayor of London team to discuss lobbying opportunities	Joint approach to lobbying national government on this area agreed	2022	Resource	Low	No	Enabling
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1. iv	Use our position as a council and through regional bodies that Southwark sits on to lobby the Mayor of London to decarbonise bus and rail networks	Engagement	Chris Page	Climate Change	Through our engagement with the (London Councils) Transport and Environment Committee we have discussed the importance of electrifying transport in London with the Mayor (provided by Cllr Dennis)	Meet with Mayor of London team to discuss lobbying opportunities on decarbonising the national grid	Joint approach to lobbying national government on this area agreed	2022	Resource	Low	No	Enabling

I. Reduce unnecessary journeys	1. Remote working is increased to reduce commutes in the borough	I.1.i	Use the Digital Infrastructure Strategy to facilitate the provision of widespread Wi-Fi and high-speed internet to less-well connected areas across the borough for remote working	Implementation	Richard Selley	Digital Infrastructure	31,794 homes with access to fibre broadband and 89 free connections to communities halls	Delivering fibre optic broadband to 6000 units including homes, businesses and community centres.	Delivery of 6000 new units	2023	No major risks identified	Low	Yes	Enabling
I. Reduce unnecessary journeys	2. Commercial journeys across the borough are influenced and consolidated to be more efficient	I.2.ii	Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads	Research & Design	Matt Clubb	Regulatory Services	Freight consolidation has commenced from Dartford, with trials to Butlers Wharf. Actively engaging with Westminster Cross River Partnership which brings together London Boroughs of Hammersmith & Fulham, Islington, Lambeth, Lewisham, Southwark and Wandsworth.	Collaborate on the Clean Air Logistics for London (CALL) project	Secure funding to support CALL project	2023	Funding (match funding from Transport Policy no longer possible)	Low (£10k)	No	Direct
J. Cut down unnecessary flying & encourage offsetting flight emissions	1. Aviation-based journeys are reduced in frequency to reduce associated carbon emissions	J.1.i	Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)	Not Started	Chris Page	Climate Change	No work to date	Behaviour change campaign to be run as part of the external affairs strategy	Launch of behaviour change campaign	2024	No major risks identified	Low	No	Enabling
K. Decarbonise council travel	1. Total number of journeys by staff are reduced in the borough	K.1.i	Support long-term remote working practices for council employees	Not Started	Ben Plant	Climate Change	Phased return to workplace	Develop hybrid working policy	Consult on policy and framework	2023	Resource	Low	Yes	Enabling

K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2. i	Undertake review of Council staff's commuting and general travel patterns and develop guidance on sustainable travel	Not Started	Chris Page	Climate Change	Most recent staff survey conducted in 2020	New survey required as part of Covid return to work	Undertake staff travel survey	2022	Timeline	Low	Yes	Enabling
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2. ii	Launch an internal educational campaign advertising the funding schemes available which subsidise the cost of EV	Research & Design	Matt Clubb	Climate Change	Initial meeting held with HR to review an example scheme (Cranford EV)	Scoping for salary sacrifice scheme and identify preferred supplier	Agree with HR a preferred scheme that can be adopted by the council	2023	No major risks identified	Low	Yes	Enabling
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3. ii	Identify opportunities for installation of EV charging points on council premises	Implementation	Matt Clubb	Traded Services	Three chargers have been installed at Tooley St and three have been installed at Queens Road.	Identify new locations as part of EV strategy	Publication of EV strategy	2023	Resource Funding	Low	No	Enabling
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3. iii	Design and implement a strategic plan to trial low emissions vehicles into the LGV/HGV fleet (including waste and highways)	Implementation	Matt Clubb	Waste & Cleansing	Proposal received from Veolia for procurement of 5 electric Recycling Collection Vehicles (eRCVs) - requires funding support from the council	Proposal under consideration for procurement of 5 electric RCVs by Veolia	Completion and sign off of waste contract deed of variation 2022	2024	Technical (Industry-wide demand increasing which has extended delivery dates)	High (£1.6m: 5 eRCVs)	Yes	Direct
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3. iv	Review and update fleet management guidelines to specify that certain vehicles must be Ultra Low Emissions Vehicles (ULEV)	Implementation	Matt Clubb	Waste & Cleansing	Conway are moving fleet to EV where possible, with plant operation also moving to EV	Increase the number of electric vehicles that are in Council's fleet Programme of work for the Vehicle Replacement Strategy put to cabinet	Incorporate 4 new electric vehicles into the fleet to replace existing hybrids Adoption of Vehicle Replacement Strategy	2023	Timeline Consultation	Low	Yes	Enabling

L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.i	Coordinate with UK Power Networks to highlight what the grid connection and/or reinforcement needs are for the borough	Research & Design	David Hodgson	Housing & Modernisation	Initial meeting with UK Power Networks held in April 2022	Review of estates to identify internal projects that can be implemented in conjunction with UK Power Networks work programme on the grid	Review of suitable estates for future projects	2022	Resource	Low	Yes	Enabling
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.ii	Work with the Mayor of London to lobby government on the transition to a zero-carbon national grid	Not Started	Chris Page	Climate Change	No work to date	Climate Change and Policy team to meet with Mayor of London team to discuss lobbying opportunities on decarbonising the national grid	Joint approach to lobbying national government on this area agreed	2022	Resource	low	Yes	Enabling
M. Move towards green energy for businesses, residents and other organisations	1. Increase proportion of residents and organisations using renewable energy	M.1.i	Promote financial support that is available for residents and organisation of Southwark that will assist in the installation of renewable technology	Not Started	Chris Page	Climate Change	No work to date	Update of council website which will allow us to promote information on renewables including financial support	Update of council website	2022	Resource	Low	Yes	Enabling
M. Move towards green energy for businesses, residents and other organisations	3. Installations of renewables are prioritised and encouraged by council policy	M.3.iv	Explore increased support for renewables through the Early Review of the Southwark Plan	Research & Design	Stephen Platts	Planning Policy	Southwark Plan 2022 adopted including Policy P70 Energy	Completion of early review	Consultation on new and amended policy through Early Review of Southwark Plan (2022). This will be followed by the examination, then adoption of the policy.	June 2023 for Regulation 18 public consultation	Technical (legislation changes) Resource Timeline	Low	Yes	Enabling
N. Tackle fuel poverty by promoting and providing accessible energy alternatives	2. Promote community renewable technology projects	N.2.i	Support community energy projects where a demonstrable carbon saving can be made	Engagement	Chris Page	Climate Change	£400k of funding for community energy projects has been secured from Southwark Council Cllr Dennis provided letter of support for to	Working group to be set up to scope potential community energy projects in the borough	Scoping report complete	2023	Resource	Low	No	Enabling

							SE24 and South East London Community Energy CO-OP to bid to GLA's local community energy fund							
O. Reduce energy demand and cut energy waste	1. Shift to low carbon and energy efficient appliances	O.1.i	Provide guidance and support to residents and businesses on low carbon energy efficiency through creation of an Energy Savers Service	Not Started	Duncan Whitfield	Finance	No work to date	Scope out the creation of an Energy Savers Forum which will offer advice to residents and business on how to reduce energy use and retrofit buildings	Scoping report complete	2023	Resource	Low	No	Enabling
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.i	Prioritise solar panel installation and maximise project funding for social housing properties - phase 1, feasibility studies	Research & Design	David Hodgson	Housing & Modernisation	Feasibility studies have started for eight council housing blocks	Completion of feasibility studies	Completion of feasibility studies	2022	Technical (proposal not accepted by senior officers or residents) Timeline (procurement) Funding	Medium (£500k)	TBC	Enabling
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iii	Prioritise solar panel installation and maximise project funding for social housing properties - phase 3 proposed & current works	Not Started	David Hodgson	Housing & Modernisation	New action, no work to date	If Lead Member Briefing is accepted, two solar projects at two locations will begin	Lead member briefing accepted	2022	Technical (uncertainty around regeneration, property, workplace and accommodation strategies)	Medium	TBC	Direct
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iv	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 1, feasibility studies		David Hodgson	Corporate Facilities Management, Asset Management	Initial work on feasibility assessments for six solar PV projects	Completion of feasibility studies	Feasibility study complete	2023	No major risks identified	Low	Yes	Enabling

P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1. v	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 2, funding bids		David Hodgson	Corporate Facilities Management, Asset Management	Applied for approximately £4.8m from the councils Climate Capital Fund to retrofit five library sites which would include the addition of solar PV	Funding to be confirmed and project started	Funding confirmed	2022	Funding (not confirmed)	Low	Yes	Enabling
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1. vi	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 3, proposed & current works	Implementation	David Hodgson	Corporate Facilities Management, Asset Management	Rooftop PV installed at eight sites so far which are forecast to reduce emissions by 6.5 tonnes	Subject to feasibility studies being completed, six solar PV schemes are planned		2023	Feasibility study to be completed	High	No	Direct
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1. iv	Prioritise solar panel installation and maximise project funding for council owned schools - phase 1, feasibility studies	Implementation	Stephen Platts	Sustainable Growth	New action, no work to date	Feasibility studies to be carried out for pilot studies at Crampton and Brunswick Park primary schools	PV feasibility study complete	2023	Resource	Low	Yes	Enabling
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1. v	Prioritise solar panel installation and maximise project funding for council owned schools - phase 2, funding bids	Implementation	Stephen Platts	Sustainable Growth	New action, no work to date	The Council will bid for Salix funding for Heat Decarbonisation Plans to be carried out at all eligible schools	Funding bid submitted and accepted	2022	No major risks identified	Low	Yes	Enabling
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1. iii	Progress the feasibility of a borough solar panel park	Research & Design	Stephen Platts	Planning & Growth	Two initial consultations suggested the identified site for a solar farm was not commercially viable due to significant issues in connecting the proposed site to the grid. This is being reviewed due to increases in electricity prices that may make this site more viable.	Completion of viability assessment	Viability assessment complete	2023	Technical (issues connecting to the National Grid) Resource	Low	Yes	Enabling

Q. Move toward a more circular economy	1. Households are supported to reduce consumption , improve rates of reuse and improve rates of recycling & waste collection	Q.1. i	Partner with and invest in community groups to develop sharing / circular economy	Implementation	Chris Page	Climate Change	Funding Agreement with Library of Things has been agreed with the launch anticipated in early 2023	Public launch of the Library of Things	Library of Things opens to the public	2023	No major risks identified	Low (£63k: Two year installation and maintenance)	Yes	Enabling
Q. Move toward a more circular economy	1. Households are supported to reduce consumption , improve rates of reuse and improve rates of recycling & waste collection	Q.1. ii	Support for residents on removing barriers to improving recycling in areas with low rates	Engagement	Chris Page	Waste & Cleaning	New waste facilities installed or in progress by Housing team on 4 estates to provide increased storage for recycling (Brandon, Elmington, Rockingham, Friary)	Agree communication and policy approach as part of the review of the Recycling Action Plan.	Comms/policy approach developed and approved by October 2022 as part of the review of the Recycling Action Plan.	2022	Resource	Low	No	Enabling
Q. Move toward a more circular economy	1. Households are supported to reduce consumption , improve rates of reuse and improve rates of recycling & waste collection	Q.1. iii	Increase percentage of waste recycled, ensuring that Southwark has one of the highest rates in inner London	Implementation	Matt Clubb	Waste & Cleaning	New waste facilities installed or in progress by Housing team on four estates to provide increased storage for recycling (Brandon, Elmington, Rockingham, Friary)	Review of Recycling Action Plan to identify new actions aimed at increasing the recycling rate	Recycling Action Plan updated and approved by October 2022.	2022	Resource	High	Partially	Direct
Q. Move toward a more circular economy	1. Households are supported to reduce consumption , improve rates of reuse and improve rates of recycling & waste collection	Q.1. iv	Reduce amount of waste sent to landfill	Implementation	Matt Clubb	Waste & Cleaning	Food waste collections for blocks of flats extended to 2,000 additional properties	Maintain current landfill rate at below 2%	Landfill rate stays below 2%	Ongoing	Technical (limited market value for recycling certain materials)	High	Partially	Direct

Q. Move toward a more circular economy	2. Drive behaviour change in Southwark's businesses to reduce consumption	Q.2. ii	Explore development of Recycling Reward Schemes which would incentivise commercial sites and workplaces based on the amount of waste they avoid throwing away	Research & Design	Chris Page	Climate Change	No work completed to date	Review national and local strategies that exist Consider whether this action could be rolled into green awards scheme	Meet with Veolia to progress	2022	Resource	Low	No	Direct
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1. i	Deliver public campaigns to encourage people to adopt a more climate-friendly diet	Engagement	Sangeeta Leahy	Public Health	The Council have explored the integration of climate friendly agenda with nutritional recommendations and held a workshop on Planetary Health Diet for Council and SFAA members looking at recent evidence for health impacts Discussions have taken place to see if we can work with anchor institutions to integrate this into discussions on procurement	The approach for a campaign will be considered within council's upcoming Sustainable Food Strategy	Sustainable Food Strategy published	2022	Resource Funding	Low	No	Enabling
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1. iii	Set up a campaign to encourage commercial caterers, including those in workplaces, to provide less meat and dairy catering	Engagement	Sangeeta Leahy	Climate Change	Council Public Health team have explored initial options with Sustain	Approach to campaign to be developed within council's upcoming Sustainable Food Strategy	Sustainable Food Strategy published	2022	Resource Funding	Low	No	Enabling
R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2. ii	Organise a food waste campaign using community growing projects, education in schools and working with	Research & Design	Chris Page	Climate Change	Hubbub commissioned to support development of several community fridges in the borough with the aim of encouraging their local	Agree communications and policy approach	Meet with Veolia to progress	2022	Resource	Low	No	Enabling

			caterers, retail and hospitality				community and partners to support the food waste reduction agenda							
R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2. iii	Expand networks facilitating the donation of edible surplus food, such as the Southwark Food Action Alliance (SFAA)	Research & Design	Sangeeta Leahy	Communities	Five community fridges up and running Funding in place for SFAA over 2021/22 Council have worked with SFAA, Fareshare / Felix / City Harvest (London food redistribution services) throughout the pandemic to ensure food banks and food support services were connected and supported	Approach for expanded networks to be developed within council's upcoming Sustainable Food Strategy	Sustainable Food Strategy published	2022	Resource Funding	Low	No	Enabling
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1. i	Encourage and promote shopping locally to support business and reduce miles travelled	Engagement	Chris Page	Climate Change	Southwark Life has published articles on shopping locally	Preferred method of communication to be considered as part of climate change external affairs strategy	Publication of external affairs strategy	2022	Resource Funding	Low	Yes	Enabling
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1. ii	Use connections to businesses and markets to facilitate shorter supply and distribution chains	Not Started	Chris Page	Climate Change	No work to date	Work with the Business Improvement Districts to understand best practice in supporting local supply chains and how this can be rolled out to other areas of the borough	Initial meeting with Business Improvement Districts to scope project	2022	Resource Funding	Low	Yes	Enabling

S. Greener businesses and supply chains	2. Businesses are supported to improve rates of re-use and recycling	S.2. i	Utilise existing business networks to promote consolidation of waste collection and recycling	Not Started	Chris Page	Climate Change	No work to date	Map out existing business networks and agree preferred approach to communication Consider inclusion within external affairs strategy	Complete mapping exercise of business networks	2022	Resource Funding	Low	No	Enabling
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3. i	Develop and deliver a Sustainable Freight and Last Mile Delivery Hubs Plan by 2026 that prioritises areas of greatest need and potential	Not Started	Chris Page	Climate Change	Old Kent Road Action Plan promoting freight consolidation with cargo bikes operating out of last mile delivery hub on Mandela Way	Identify resource and funding to lead on project Review existing council policy and projects to set ambition within a London context	Resource and funding in place to complete feasibility	2024	Resource	Low	No	Enabling
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3. ii	Support businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes	Engagement	Matt Clubb	Sustainable Travel	Bikes for Business model that has successfully engaged with businesses in 'Low Line' area spanning London Bridge, Bankside, Bermondsey and Walworth. £700 grants available to businesses who trial cargo bike deliveries	Scoping work will be undertaken to identify areas for potential expansion e.g. Old Kent Road, Peckham	Scoping work completed	2023	Resource Funding	Low	Yes (£100k)	Enabling
T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1. i	Map and forecast jobs and skills demand from Southwark's climate change investments and track jobs created	Implementation	Stephen Gaskell	Local Economy	A monitoring framework is being completed cross-council for green jobs created 2018-22 with 566 jobs identified as at October 2021 A pan-London definition for	Integrate green jobs monitoring with climate change action plan monitoring Forecast 2022-2026 green job creation	Jobs created measure tracked in action plan Forecast for 2022-26 green job creation complete	2022	Resource	Low	Yes	Enabling

							'green jobs' has been published in a report coordinated by Central London Forward							
T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1. ii	Connect communities, employers, skills providers and job brokerage organisations in a local green skills supply network	Implementation	Stephen Gaskell	Local Economy	A one year shared post from November 2021 has been established across Southwark, Lambeth and Lewisham. The purpose of the role is to develop a coordinated approach to meeting workforce demands from net zero retrofit and new buildings.	Agree medium term (2-3 year) delivery plan and resources for creating a green jobs and skills network across Southwark, Lewisham and Lambeth	Medium term (2-3 year) delivery plan and resource in place for creating green jobs and skills across Southwark, Lewisham and Lambeth	2022	Funding Resource	Medium (£400k: £60k officer resource at £20k per annum, £340k project delivery)	No	Enabling
T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2. ii	Establish a green jobs, skills and technology centre in the borough	Implementation	Stephen Gaskell	Local Economy	The Council has worked with partner organisations to secure funding until 2024. The hub will work with employers, universities and colleges to offer training for high-quality, well-paid jobs in green sectors to local school leavers, and upskilling for the wider workforce. The hub is now open.	Staff resource and courses in place	Hub coordinator and team in post, courses underway	2022	Timeline Resource (risk of recruitment delays and lack of implementation resources at LSBU)	Medium (300k)	Yes	Enabling
T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2. iii	Support innovation in green business sectors through council business support and workspace programmes	Implementation	Stephen Gaskell	Local Economy	Southwark Pioneers Fund procurement underway for delivery partners to lead support and grants for start-up and growth stage SMEs, including green economy	Southwark Pioneers Fund start-up and growth support in place	Delivery provider under contract and delivering	2022	Timeline	High (£1.15m)	Yes	Enabling

T. Implement a Green New Deal	3. Local businesses decarbonise	T.3. i	Support SME decarbonisation through council business support and workspace programmes	Research & Design	Stephen Gaskell	Local Economy	Scoping underway for Southwark Pioneers Fund investment in SME decarbonisation, including potential for coordination with GLA programmes	Southwark Pioneers Fund business sustainability support in place	Delivery provider under contract and delivering	2022	Timeline	Medium (300k)	Yes	Enabling
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3. ii	Establish a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly	Not Started	Chris Page	Climate Change	New action, no work to date	Scope out the creation of a retrofit learning network which will offer advice to residents and business on how to reduce energy use and retrofit buildings	Scoping report complete	2026	Resource	Low	No	Enabling
U. Sustainable Operations and Procurement	1. Council minimises its operational waste	U.1. i	Ban single use plastics in council buildings	Engagement	David Hodgson	Corporate Facilities Management Team	Facilities management has held atrium events and workshops to increase awareness	> Renewed facilities management contract with measures to reduce single use plastics > Refresh single use plastic policy document > Work cross council to restrict the purchase of plastic cups	> New facilities management contract in place that includes measures to reduce single use plastics > Non-plastic cups in use throughout the Council > monitor the ordering of plastic cups via the stationery contract	2023	Funding (increase in cost which is not yet known)	Low	Yes	Enabling
U. Sustainable Operations and Procurement	1. Council minimises its operational waste	U.1. ii	Work with the council's waste management contractor to trial route optimisation	Complete	Matt Clubb	Council Waste & Cleansing Team	Veolia already optimise route planning	Action is now complete						Direct

U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2. i	Establish standards of effective carbon reduction, measurement and management within contracts	Not Started	Chris Page	Climate Change	No work to date	Develop proposals around effective carbon management in contracts	> Initial research conducted > Dedicated resource in place to progress milestone, including external support if needed	2023	Resource	Low	No	Enabling
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2. iii	Ensure that the Social Value review includes sustainability and decarbonisation criteria so that these have a greater influence when bids are being evaluated	Not Started	Chris Page	Climate Change	New action, no work to date	Social Value strategy review	> Climate change input into Social Value Strategy review to include sustainability and decarbonisation criteria > Dedicated resource in place to progress milestone, including external support if needed	2023	Resource	Low	No	Enabling
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2. iv	Introduce a carbon neutral aligned procurement policy with workable models for its use and application during the procurement process and contract management	Not Started	Chris Page	Climate Change	No work to date	Develop proposals around a carbon neutral aligned procurement policy	> Initial research and scoping conducted > Dedicated resource in place to progress milestone, including external support if needed	2023	Resource	Low	No	Enabling
U. Sustainable Operations and Procurement	3. Decarbonise the council's pension fund	U.3. i	Make the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner	Implementation	Barry Birkengoff	Finance	Carbon footprint of council pension fund reduced by 50% between 2017 and 2021	Updates through Investment Statement Strategy (ISS)	Weighted carbon intensity of portfolio is reduced	2030	Technical (dependent on decarbonisation products available through the market)	TBC	Yes	Direct

<p>U. Sustainable Operations and Procurement</p>	<p>4. Embed climate change awareness across the council</p>	<p>U.4. i</p>	<p>All people appointed by the council to take care of Southwark must be well-versed in the effects of climate change on people and nature in Southwark</p>	<p>Research and Design</p>	<p>Chris Page</p>	<p>Climate Change</p>	<p>The Council delivered climate emergency training to new councillors</p>	<p>Develop climate emergency training module for staff with HR</p>	<p>Internal training module launches</p>	<p>2023</p>	<p>Resource</p>	<p>Low</p>	<p>No</p>	<p>Enabling</p>
<p>V. Create greener streets with more planting</p>	<p>1. Improved urban greening and biodiversity</p>	<p>V.1. i</p>	<p>Develop Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan</p>	<p>Research & Design</p>	<p>Stephen Platts</p>	<p>Planning Policy</p>	<p>Preparation of Southwark Plan Policy P58 (Green Infrastructure) for adoption. Very early scoping work has begun for urban greening in the Early Review of the Southwark Plan.</p>	<p>Conduct the early review of the Southwark Plan policy P59 Green Infrastructure and undertake new evidence base work as needed.</p>	<p>Complete the Early Review of the Southwark Plan</p>	<p>TBC 2024</p>	<p>Resource Timeline</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>
<p>V. Create greener streets with more planting</p>	<p>1. Improved urban greening and biodiversity</p>	<p>V.1. iv</p>	<p>Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity</p>	<p>Implementation</p>	<p>Toni Ainge</p>	<p>Parks & Leisure</p>	<p>During the 2021 growing season: > Cleaning service reduced the number of applications of Glyphosate from three to two > Cleaning service trialled a non-Glyphosate based herbicide on selected roads in the borough</p>	<p>During the 2022 growing season: > Cleaning service to reduce the number of applications of Glyphosate from two to one > Cleaning service to continue the trial of the non-Glyphosate based herbicide on selected roads in the borough > Implementation of the Pesticide Policy</p>	<p>Draft Pesticide Policy Produced Implementation of new Pesticide Policy adopted across the council by end 22</p>	<p>2022</p>	<p>Resource</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>

V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.i	Identify potential green corridors between key green spaces/Sites of Importance for Nature Conservation	Research and Design	Toni Ainge	Parks & Leisure	Borough SINC (Sites of Importance for Nature Conservation) have been reviewed which is available as a map on the ecology pages of the council website	Review definition of green corridors within the early review of New Southwark Plan and consult on including within formal planning policy	17 New SINC sites designated	2024	Resource Timeline	Low	Yes	Enabling
V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.iii	Develop, support and expand Southwark's Biodiversity Partnership and their capacity to bid for and deliver local schemes.	Engagement	Toni Ainge	Parks & Leisure	The Southwark Biodiversity Partnership maintain five sites, offering a key contribution to supporting biodiversity in Southwark	Creation of a group, independent from the council, to increase opportunities to bid for external funding	Establishment of an independent biodiversity partnership	2024	Resource	Low (£5k)	No	Enabling
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.i	Make Southwark the first inner London council to have over 100,000 trees and endeavour to increase tree canopy to cover 24% of public land	Research & Design	Toni Ainge	Parks & Leisure	Currently at approximately 91,000 trees with around 20% canopy cover	20,000 trees are planned for planting by 2026	20,000 trees planted	2026	Resource	Low	Yes	Direct
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.ii	Work with local people and schools to find locations for and plant 20,000 trees	Research & Design	Toni Ainge	Parks & Leisure	17,000 trees have been planted in the borough. A further 20,000 will be planted on top of this.	Scoping work will be undertaken to identify areas where more trees can be planted and to assess innovative ways of increasing tree canopy cover	Scoping work completed	2022	Resource	Low	Yes	Direct
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.i	Develop a community garden plan which includes a new right for residents to have a community garden or food growing plots on their estates	Not Started	Toni Ainge	Community Projects	No work to date	Develop the community garden plan	Community garden plan created	2023	Resource	Low	No	Enabling

<p>X. Residents have greater access to nature</p>	<p>1. Work with local people to create more nature sites, woodlands and urban planting</p>	<p>X.1. ii</p>	<p>Designate more land in the borough for allotments</p>	<p>Implementation</p>	<p>Toni Ainge</p>	<p>Community Projects</p>	<p>108 allotment plots created on estates</p>	<p>Objective of 200 Plots by 2023</p>	<p>200 plots created</p>	<p>2023</p>	<p>Resource</p>	<p>Low</p>	<p>Yes</p>	<p>Direct</p>
<p>Y. Building and development works alongside and enhances the natural environment</p>	<p>1. Policy is used to protect and enhance the natural environment</p>	<p>Y.1. i</p>	<p>Ensure all of our future council homes projects increase biodiversity</p>	<p>Research & Design</p>	<p>Stephen Platts</p>	<p>Planning Policy</p>	<p>P60 Biodiversity policy in the Southwark Plan (2022) requires an uplift in biodiversity in developments The Environment Act will require all new developments to achieve a 10% biodiversity net gain by November 2023</p>	<p>A Biodiversity Net Gain working group has been set up to respond to the requirements of the Environment Act and set out guidance on the P60 Biodiversity policy of the Southwark Plan</p>	<p>Complete the Early Review of the Southwark Plan and align it with biodiversity net gain requirements Publish Climate and Environment Supplementary Planning Document with further guidance to meet biodiversity net gain requirements Introduce internal processes to evaluate, monitor and enforce biodiversity net gain plans</p>	<p>TBC 2024</p>	<p>Resource Timeline</p>	<p>Low</p>	<p>Yes</p>	<p>Enabling</p>
<p>Y. Building and development works alongside and enhances the natural environment</p>	<p>1. Policy is used to protect and enhance the natural environment</p>	<p>Y.1. ii</p>	<p>Impose more ambitious requirements in planning policy for the protection of existing green space</p>	<p>Complete</p>	<p>Stephen Platts</p>	<p>Planning Policy</p>	<p>The New Southwark Plan has been adopted. This details new requirements for the protection of green space in line with national legislation. Action is now complete</p>	<p>Action is now complete</p>						<p>Enabling</p>

Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1. iii	Consider the impact of development on nearby Sites of Importance for Nature Conservation	Complete	Stephen Platts	Planning Policy	The Southwark Plan (2022) has been adopted which sets out new considerations for development near Sites of Importance for Nature Conservation or green corridors Action is now complete	Action is now complete								Enabling
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1. iv	Develop a climate change adaptation strategy	Research & Design	Chris Page	Climate Change	The council is leading on London Councils Resilient and Green work stream, looking at climate change resilience across the city	Publish climate change adaptation strategy in 2022	Strategy published	2022	Resource Timeline	Low	Yes			Enabling
Z. Define an offsetting strategy for residual emissions	1. Develop a strategy for residual emissions	Z.1. i	Develop a carbon offsetting strategy to address the emissions not tackled by direct actions in the borough	Not Started	Chris Page	Climate Change	No work to date	Publish carbon insetting strategy by 2023. This will include a review of insetting opportunities to further reduce carbon emissions in the council's supply chain.	Strategy published	2023	Resource	Low	Yes			Enabling
Z. Define an offsetting strategy for residual emissions	2. Green spaces within the borough are protected and assessed for sequestration potential	Z.2. iv	Retain and protect existing key green spaces and soil carbon stocks which store CO2 in the borough	Complete	Stephen Platts	Planning Policy	The work to retain existing green spaces has been completed through the New Southwark Plan. This identifies and affords protection to Sites of Importance for Nature Conservation (SINCs) and other green spaces. Southwark has designated a further 15 SINCs and upgraded	Action is now complete								Direct

					<p>some to Borough importance.</p> <p>Action is now complete.</p>							
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Key:

- Greener Buildings
- Active and Sustainable Travel
- Renewable Energy
- A Circular Economy with Green Jobs
- Thriving Natural Environment

Southwark Climate Change Action Plan

Data Refresh & Updates

June 2022

v3.1



Prepared for Southwark Council by Anthesis

CONTENTS

Introduction	Page 3
1. Council's Own Emissions Analysis	Page 4
2. Borough-wide Emissions Analysis	Page 10
3. Guidance for Future Reporting	Page 16
Conclusions & Recommendations	Page 19
Appendices	Page 20

INTRODUCTION

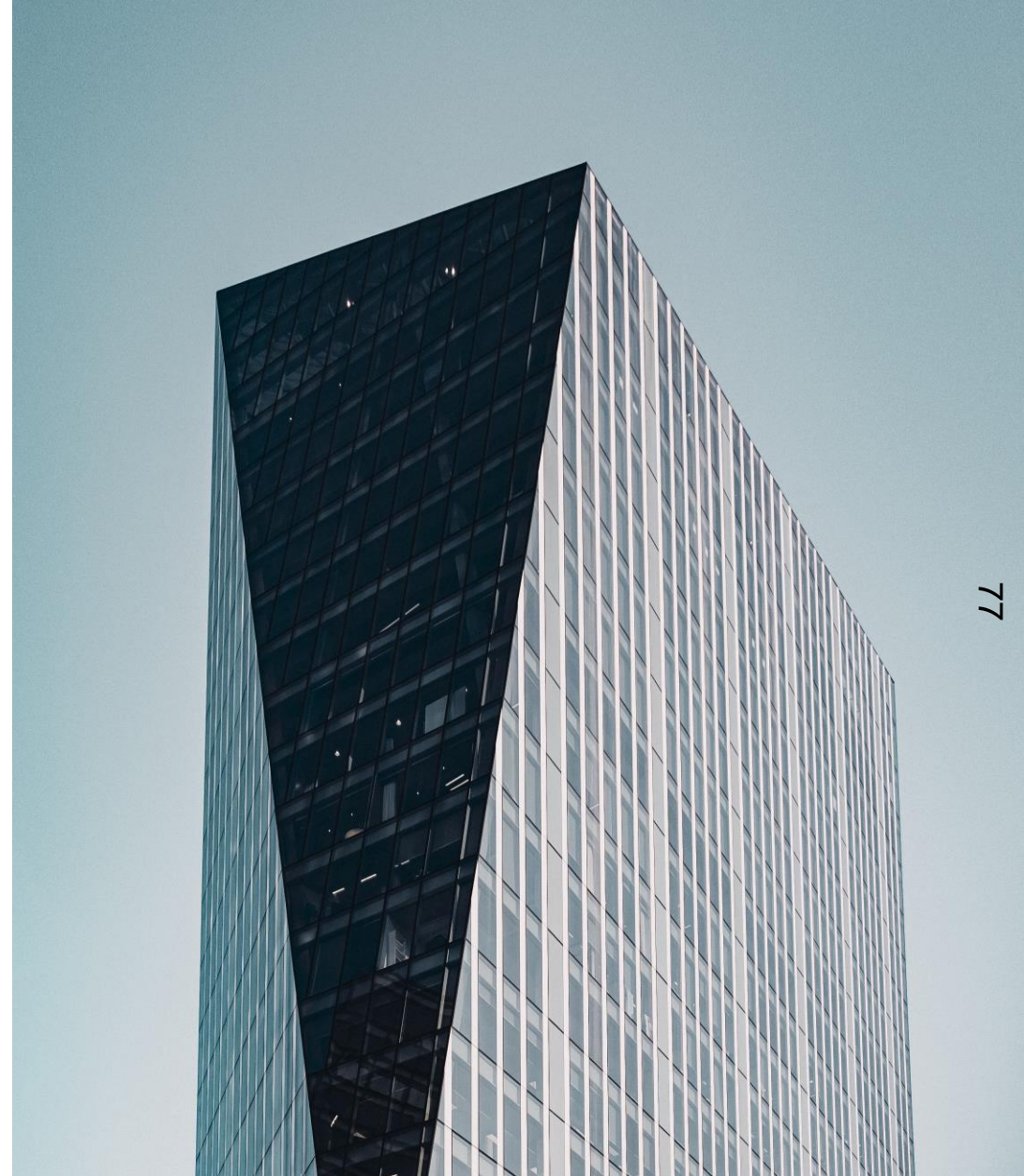
This report has been commissioned by Southwark Council to support in the ongoing reporting of the borough's Climate Strategy and Action Plan. This report provides updates to emissions analysis first performed in Spring 2021 and is structured as follows:

- **Chapter 1** presents an updated footprint for the council's own operations, from financial year 2020/21.
- **Chapter 2** presents an updated footprint and pathways progress for borough-wide emissions, with new analysis from SCATTER.
- **Chapter 3** presents best practice guidance and advice on future reporting, based on conversations with the council and past footprinting experience.

Report objectives

This report is intended to be used by the Southwark Climate Change Team, with key data and figures included within the updated Climate Strategy & Action Plan. The report has the following objectives:

- To allow the council to include the most up-to-date emissions statistics in its Strategy and Action Plan publication
- To build capacity and understanding within the council for future reporting years in order to allow the council to lead its own emissions reporting in future years
- To continue to inform priorities for project delivery within the council and maximise focus on those projects that have the potential to reduce emissions the most



1 – COUNCIL'S OWN EMISSIONS ANALYSIS

1.1 – SUMMARY

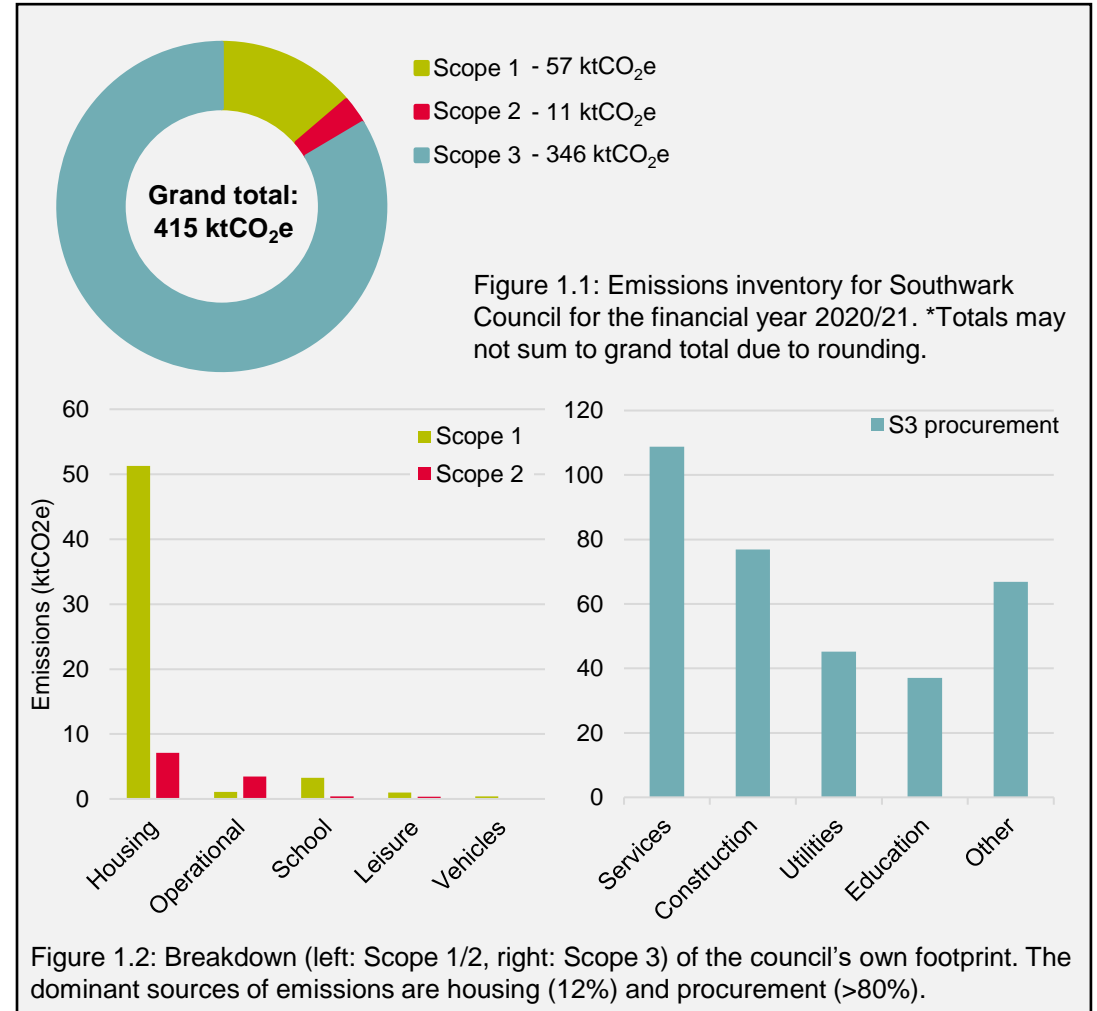
Analysis of Southwark Council's operations and assets shows a council's own footprint of **415 ktCO₂e**. The major contributors to this total are the council's buildings (recorded under Scope 1 & 2) and the council's procurement (recorded under Scope 3). Together these two emissions groups make up over 97% of the overall profile.

Understanding the council's emissions is an important step in leading the borough's transition to net zero. The method used to calculate this footprint is aligned to the [Greenhouse Gas Protocol](#) and is based on the following sources of emissions:

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

Council's Own Footprint

- The majority of the council's own footprint (84%) is a result of Scope 3 contributions, most notably from the council's procurement. A much smaller contribution stems from the council's owned building stock, in particular council-owned social housing. Emissions have been grouped according to the extent of the council's *operational control*.
- Compared to last year's footprint, emissions from the council's estate have fallen from ~72 ktCO₂e to ~68 ktCO₂e, due largely to the falling grid factor for electricity consumption. Fleet emissions also fell, from 0.47 ktCO₂e to 0.42 ktCO₂e.
- Overall, emissions have fallen from 432 ktCO₂e to 415 ktCO₂e.
- Not all Scope 3 categories have been assessed as part of this analysis – readers are directed to the GHG Protocol for more details on these categories. A full list of the activities defined by this footprint, as well as a full scope split, can be found in Appendix 1A.



1 – COUNCIL'S OWN EMISSIONS ANALYSIS

1.2 – SCOPE 1/2 EMISSIONS

Scope 1 Emissions

Primarily, Scope 1 emissions arise from the consumption of gas in council buildings across the borough. The council has included a wide range of buildings within its operational boundary; homes, operational council buildings such as offices and schools. Council-owned housing makes up 92% (51 ktCO₂e) of the contribution to Scope 1 emissions, compared to 6% (3 ktCO₂e) from schools and a small contribution from operational council buildings. Leisure centres also make a small contribution (<1 ktCO₂e) to the total.

A much smaller contribution is made by council-leased vehicles, which are responsible for <0.5 ktCO₂e across various service vehicle types. The contribution of Scope 1 emissions towards the council's footprint equates to roughly 14% of the total footprint.

Scope 2 Emissions

Scope 2 emissions stem primarily from the purchase of electricity in council-owned buildings. Once again, households form the majority of the overall total (63%, 7 ktCO₂e), with streetlighting (17%, 2 ktCO₂e) and operational buildings (13%, 1.5 ktCO₂e) also making significant contributions. Smaller contributions come from schools (4%, 0.4 ktCO₂e) and leisure centres (3%, <0.4 ktCO₂e).

The contribution of Scope 2 emissions towards the council's total is small, however, making up under 3% of the total footprint. These emissions have also been reported under a location-based approach. This treats all purchased electricity as "grid-average" and does not account for specific contracts the council may have which supply low-carbon renewable electricity. Figure 1.3 shows the individual buildings which make up the most significant contribution to these totals.

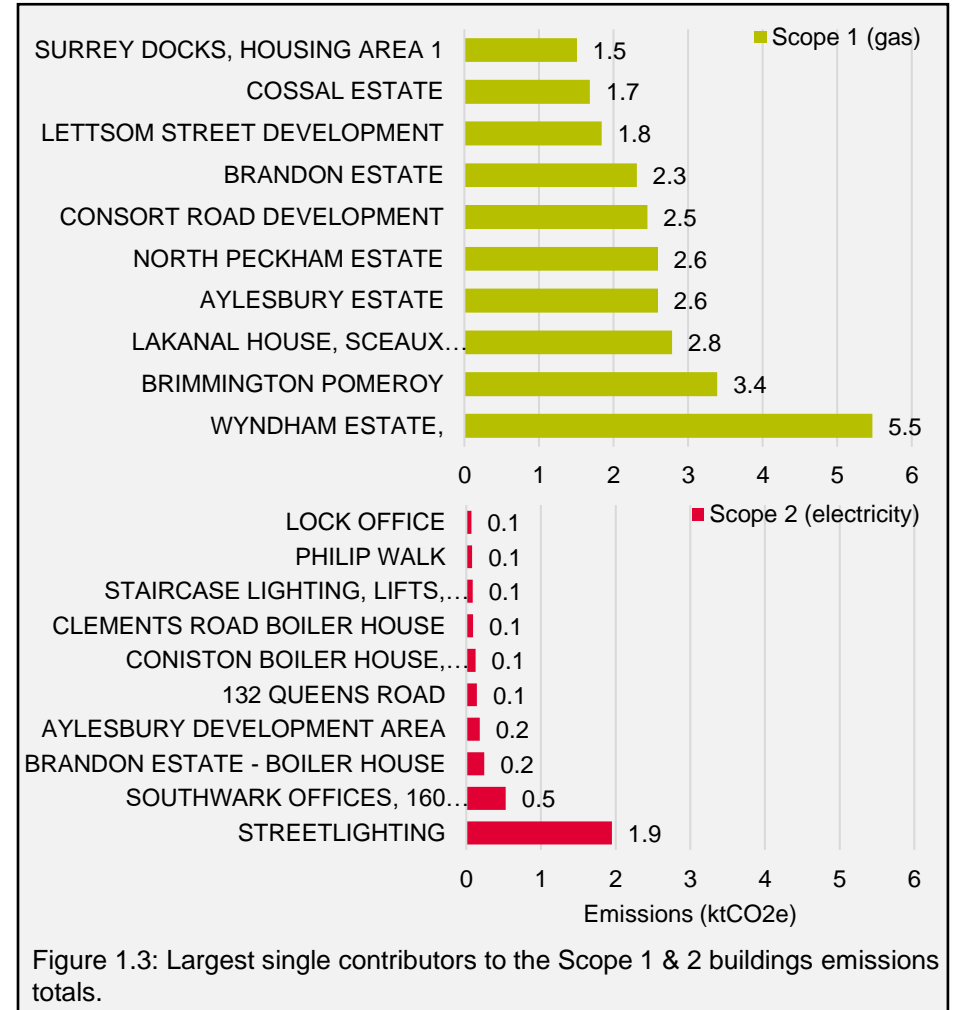


Figure 1.3: Largest single contributors to the Scope 1 & 2 buildings emissions totals.

1 – COUNCIL'S OWN EMISSIONS ANALYSIS

1.2 – SCOPE 1/2 EMISSIONS

Data Quality

Analysis of the council's footprint for the FY2020/21 was completed using a combination of available real data and a number of projected statistics.

Figure 1.4 shows the proportion of data from buildings that was available compared against estimated or projected data.

Estimated data was calculated depending on the available raw data. These were as follows:

- **Median Estimates** – This was used when both the previous year and following year data was available. A median value for FY2020/21 consumption was estimated based on the average of those points.
- **Trend Analysis** – Where only the previous year estimates were available, a multiplier factor was applied to give an estimate for FY2020/21. This factor was based on real data changes in consumption for available similar building types.
- **Supplier Estimates** – Energy supplier estimates were used where the supplier had estimated the year's energy usage rather than taking an exact meter reading and median estimates and trend analysis were not applicable.
- **Prior Year Figures** – Previous year energy usage was used where there was no available reference point to apply any of the above methods e.g., School electricity usage.

Using estimated data to this extent may materially impact the accuracy of the emissions total for the council's estate, particularly when reporting across a period as atypical as FY2020/21. The council should prioritise the inclusion of real data across all activities when completing its footprint in the next reporting cycle.

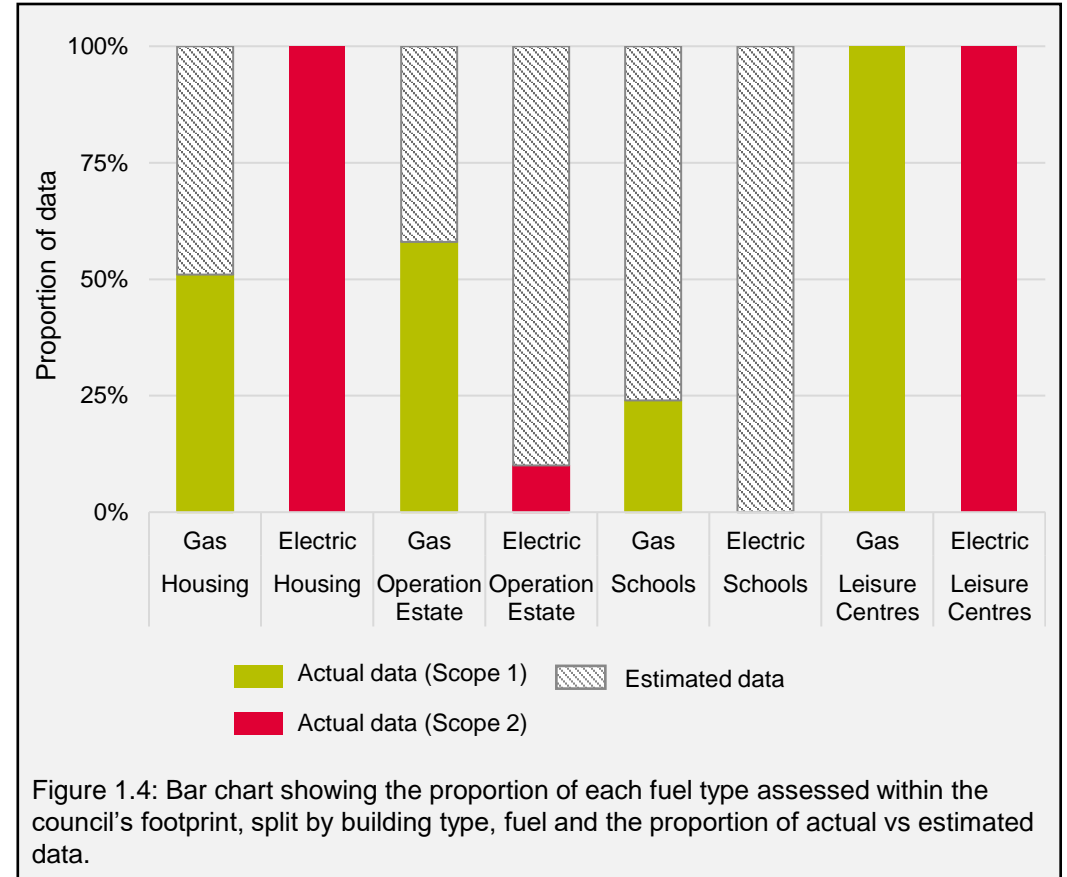


Figure 1.4: Bar chart showing the proportion of each fuel type assessed within the council's footprint, split by building type, fuel and the proportion of actual vs estimated data.

Actual data has been taken from meters within buildings, provided by the council. No further modification has been made during analysis. *Estimated data* is based on projections and assumptions.

1 – COUNCIL'S OWN EMISSIONS ANALYSIS

1.3 – SCOPE 3 EMISSIONS

The dominant emissions in the council's footprint are categorized under Scope 3. We have estimated Scope 3 contributions from the following sources:

- Council procurement
- Buildings
- Staff commutes (assessment of hybrid working emissions shown in Appendix 6)

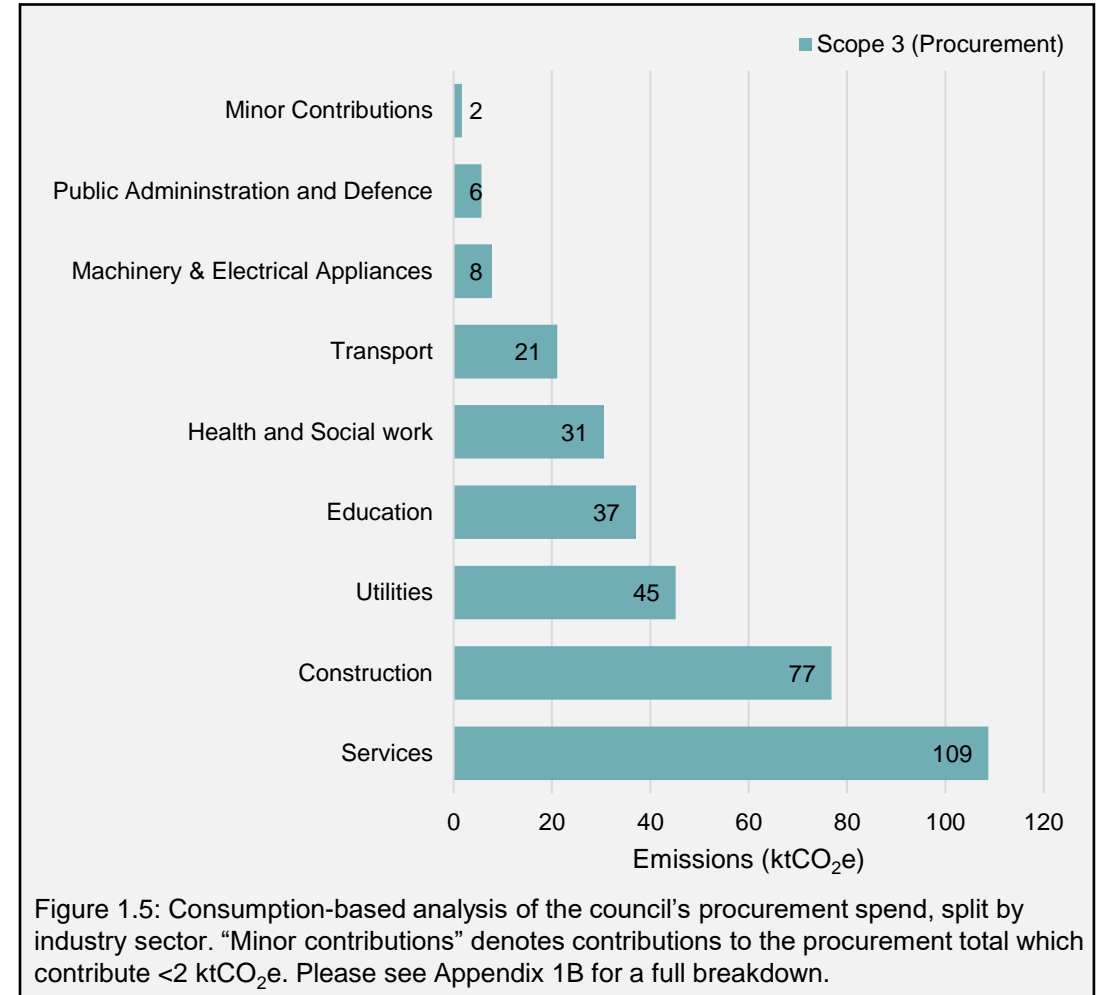
Emissions from procurement

Emissions associated with council procurement have been estimated to be 335ktCO₂e. They have been calculated using the same methodology as in the previous carbon analytics report, with updated statistics on expenditure and emissions factors. Figure 1.5 provides a breakdown of the council's procurement spend and the associated contribution to Scope 3 emissions. A full data table of this analysis can be found in Appendix 1B.

Key suppliers to the council

Figure 1.7 overleaf shows the top-ranking suppliers to the council based on both spend and emissions. There is a significant overlap between the suppliers which are used most frequently by the council and their related emissions, with 7 suppliers appearing in both top ten graphs, shown in Figure 1.7. It should also be noted that 7 of the top 10 suppliers for the FY20/21 also appear in the top 10 for the FY19/20.

Energy suppliers LASER Energy and Npower rank within the top ten suppliers by emissions, with LASER Energy the single largest contributor to the council's Scope 3 emissions from procurement. It should however be acknowledged that these emissions may overlap with Scope 1 & 2 given they relate to the provision of mains electricity and gas at council sites.



1 – COUNCIL'S OWN EMISSIONS ANALYSIS

1.3 – SCOPE 3 EMISSIONS

Using this data: leisure centre case study

This procurement analysis serves as a starting point for better estimates based on more specific engagement with individual suppliers and contract holders. This should be based on fuel consumption data. The FY2020/21 procurement spend emissions should not be compared to the previously assessed FY2019/20 procurement spend emissions, as it will only show spending trends and not accurate emissions trends.

Emissions from leisure centres can be estimated based on meter readings taken at site, as well as through using contract data from council suppliers. Meter reading data is a more accurate measure of emissions.

The below chart shows how the procurement analysis gives an estimate for supplier emissions from Everyone Active, the council's leisure centre partner, compared against "real" data taken from meter readings at leisure centre sites across the borough. The disparity in emissions totals serves to underline the importance of engaging with suppliers for consumption data in order to improve the accuracy of emissions from procured goods and services.

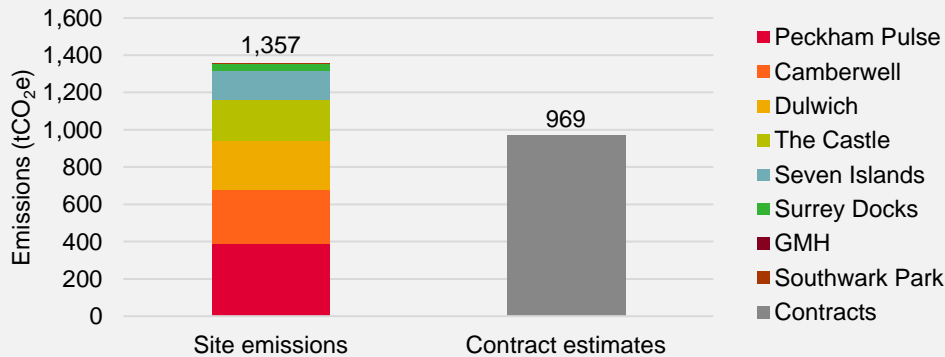


Figure 1.6: Comparing fuel consumption data emissions taken from on-site meter readings and emissions estimated using contract data.

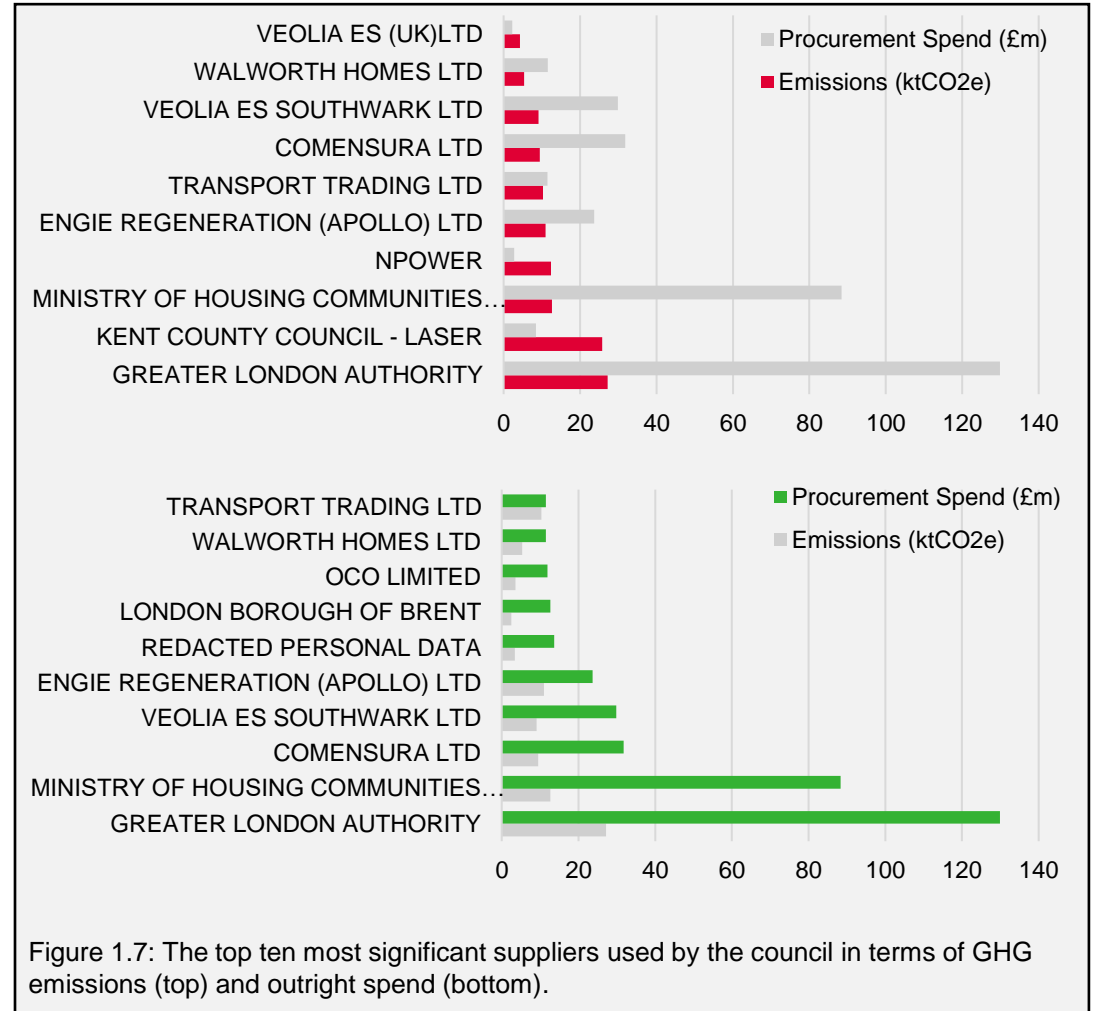


Figure 1.7: The top ten most significant suppliers used by the council in terms of GHG emissions (top) and outright spend (bottom).

1 – COUNCIL'S OWN EMISSIONS ANALYSIS

1.3 – SCOPE 3 EMISSIONS

Employee Commuting

Employee commuting contributes <0.5% (0.9 ktCO₂e) to the council's overall emissions profile, but the emissions total comparing the FY19/20 to 20/21 has increased by 1%. Despite the impacts of the pandemic, this can be attributed to a number of improvements to the methodology based on the availability of more data:

- Both full- and part-time employees were accounted for, with the total number of employees assessed for commutes being over 3 times larger than the previous year.
- COVID-19 had a large impact on the number of trips taken per employee, this impacted 82% of staff working from home or hybrid working. 18% of staff were classed as 'frontline' and it was assumed that they worked entirely in-person. This split of frontline vs. non-frontline workers is based on data supplied by the council.
- Postcodes were used to estimate the distance of a commuting journey for each employee.
- A more localised modal split was used to better represent a typical London commute (shown right in the distribution of transport modes).

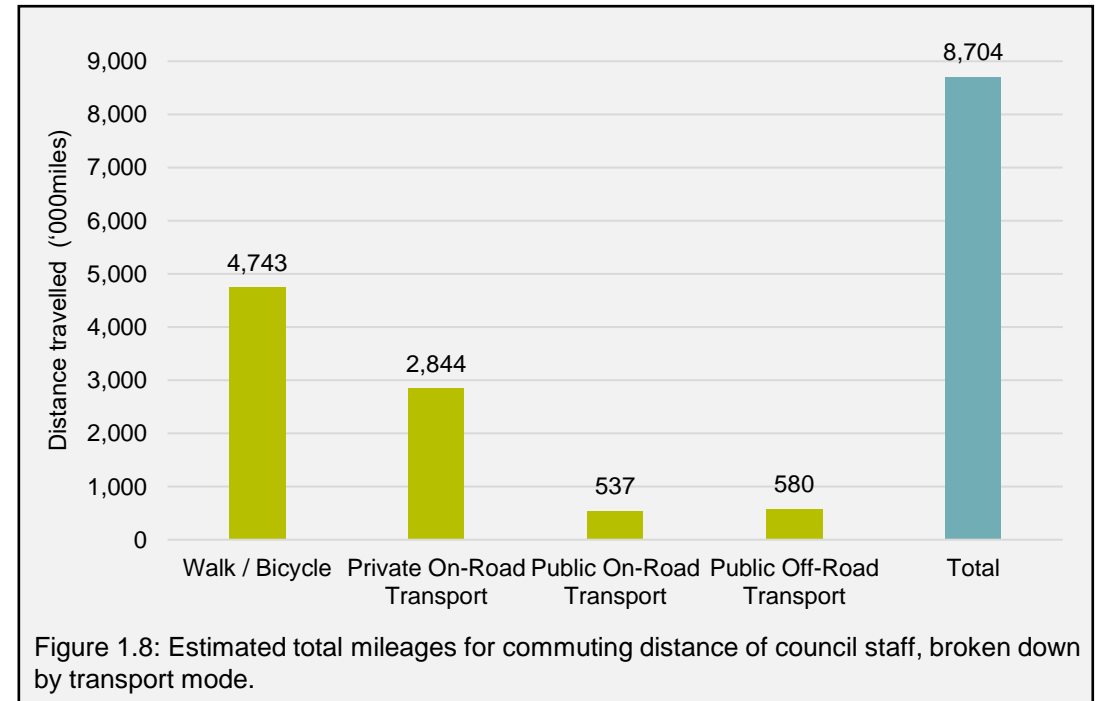
An estimate for the additional emissions from home-working can be found in Appendix 6.

Scope 3 emissions from buildings

Scope 3 emissions from buildings contribute 2.6% (10.5 ktCO₂e) to the council's overall emissions profile.

Significant changes were recognized in WTT (Gas Well-To-Tank) emissions as well as T&D (Electricity Transmission and Distribution) as a result of changes to the emissions factors from BEIS:

- The gas WTT emissions factor increased ~23% from the previous year.
- The electricity T&D emissions factor decreased ~6% from the previous year.



2 – BOROUGH-WIDE EMISSIONS ANALYSIS

2.1 – 2019 SCATTER INVENTORY UPDATE

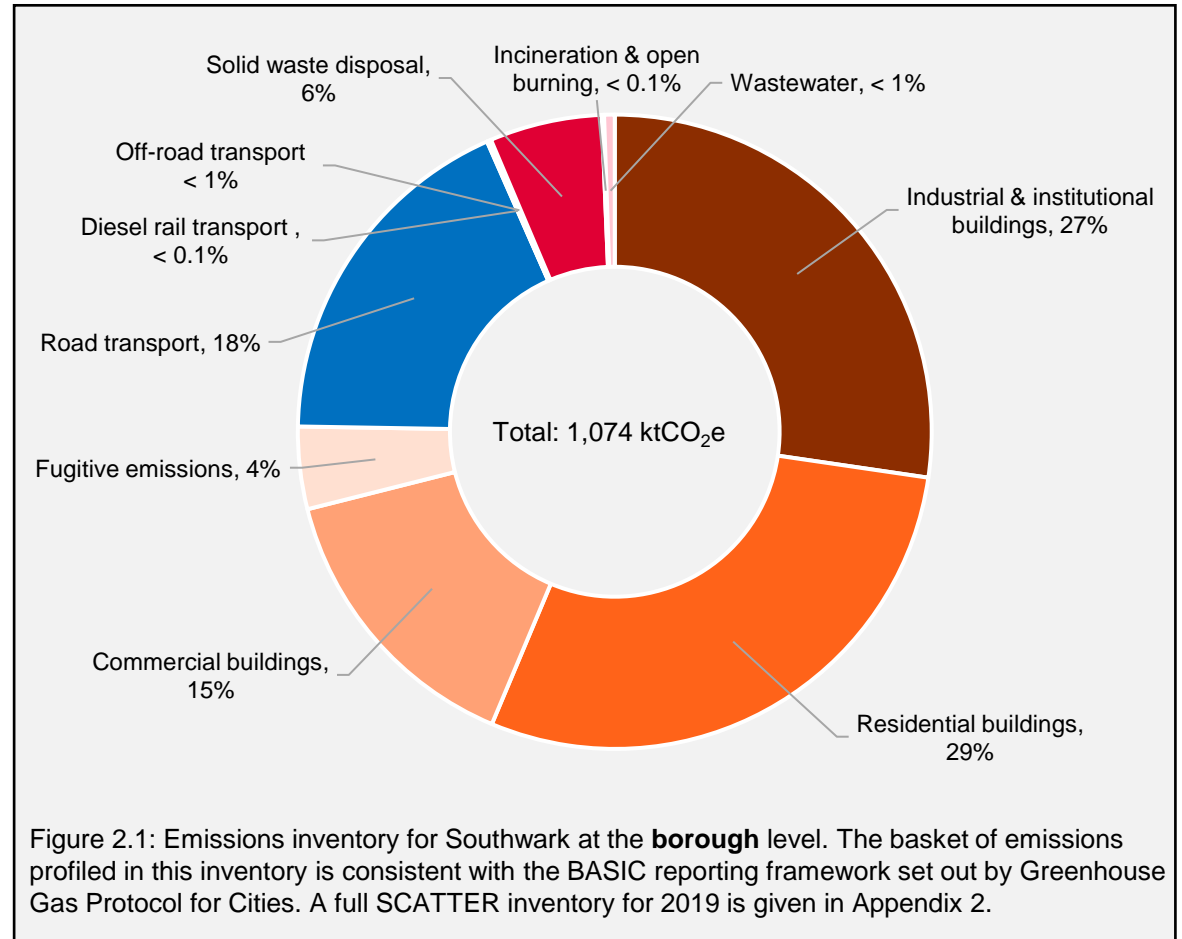
In 2019, Southwark’s buildings, transport and waste disposal were responsible for emissions totalling 1,074 ktCO₂e. The majority resulted from buildings (75%) and transport (18%).

This emissions inventory has been calculated using the SCATTER Inventory tool and is compliant with the BASIC reporting standards set out in the Greenhouse Gas Protocol for Cities. The activities for which emissions are reported in Figure 2.1 are consistent with those reported in the original carbon analytics report published in 2021. Changes in the emissions recorded under each category are down to the following:

- Reduction in the grid factor for electricity, which reduces emissions from purchased electricity by around 27% per unit of consumption between 2019 and 2017.
- Year-to-year variations in underlying activity.
- Changes and improvements to the methodologies behind each emissions estimate (see Appendix 4).

2019 represents the most recent reporting year for borough-wide emissions based on the available datasets, which are published two years in arrears in many cases.

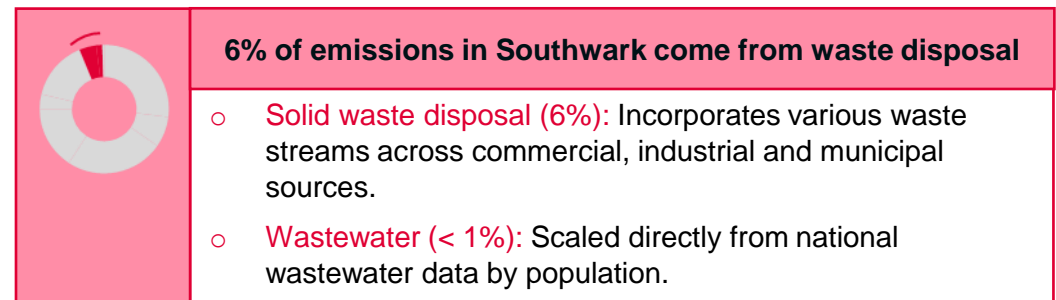
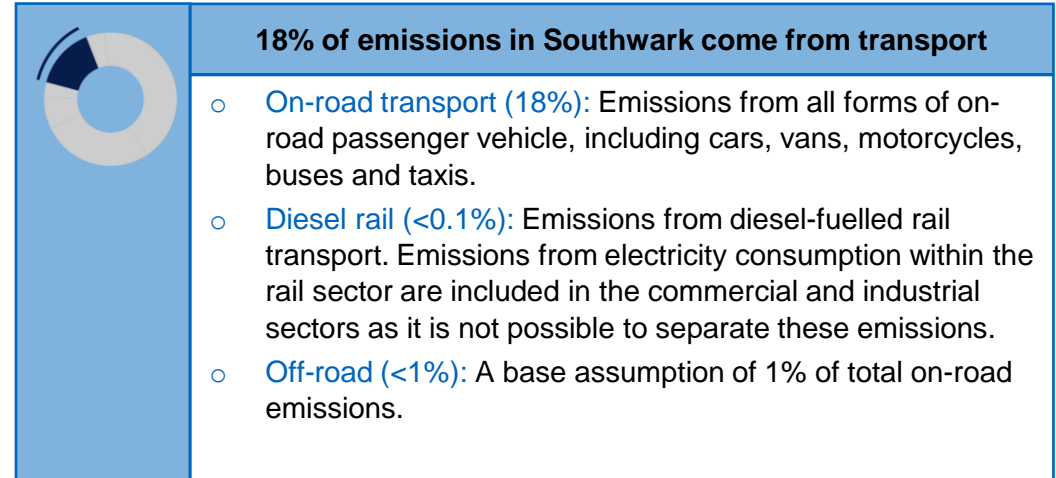
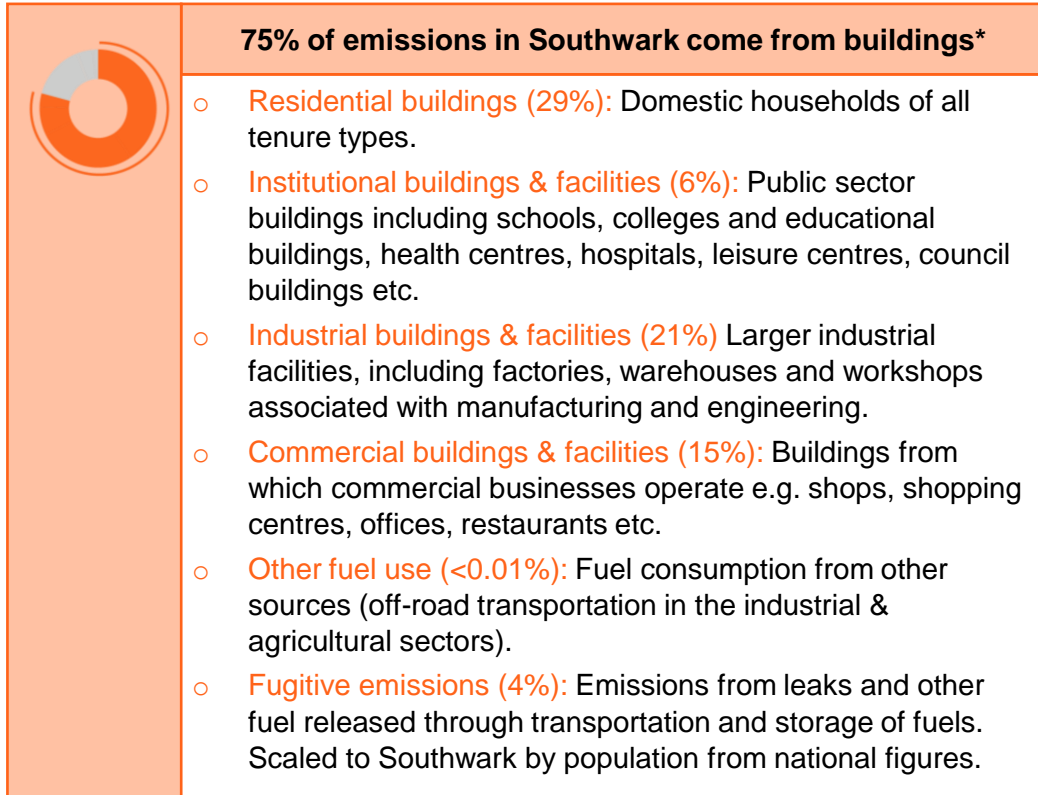
For the full list of emissions recorded under SCATTER please see Appendix 2. In 2018, borough-wide emissions from these categories totaled 1,142 ktCO₂e. An equivalent doughnut chart and data table for 2018 emissions can also be found in Appendix 3.



2 – BOROUGH-WIDE EMISSIONS ANALYSIS

2.1 – 2019 SCATTER INVENTORY UPDATE

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



*Please see Appendix 4 for a note describing changes in the proportion of industrial, institutional and commercial buildings emissions.

2 – BOROUGH-WIDE EMISSIONS ANALYSIS

2.2 – CONSUMPTION-BASED EMISSIONS UPDATE

Consumption-based analysis is carried out using statistics for economic activity and national data for consumption-based emissions.

Due to the national dataset for 2019 consumption-based emissions being unavailable until its public release in June 2022, we have not completed an estimate for the borough-wide consumption-based emissions.

Updated analysis will be added here once the requisite data has been published by DEFRA.

This is a placeholder for updated borough-wide consumption-based emissions that will be updated upon publication of the requisite data.

2 – BOROUGH-WIDE EMISSIONS ANALYSIS

2.3 – BOROUGH-WIDE PATHWAYS UPDATE

Updated pathways

In 2020/21, the council commissioned work into future emissions pathways for borough-wide emissions. This was completed using the EnergyPRO model, which provides estimates for emissions from buildings and on-road transport at each year up to 2030 according to different scenarios of activity in the borough.

Figure 2.3 opposite shows the EnergyPRO “All measures” scenario. Plotted alongside these bars is a progress-to-date which shows the borough’s emissions from 2018 and 2019 according to SCATTER. As was the case in 2021, there are some emissions categories assessed by SCATTER that do not appear in EnergyPRO and emissions have been mapped between the two pieces of software to produce this chart.

Progress against modelling

This analysis shows the following:

- SCATTER data indicates a reduction of 18% in 2019 emissions against 2017 levels in the emissions categories that are covered by the model.
- This reduction is largely down to the decarbonization of the national grid as well as methodological changes and source data updates in the SCATTER inventory tool. Refer to Section 2.2 for more detail, as well as the full data tables in Appendix 2.
- The “All measures” scenario in EnergyPRO projected reductions of 23% in 2019 against 2017 levels.

A comparison between the “Business as usual” scenario modelled within EnergyPRO can be found in Appendix 5. More details on the EnergyPRO modelling can be found in the carbon analytics report published in 2021.

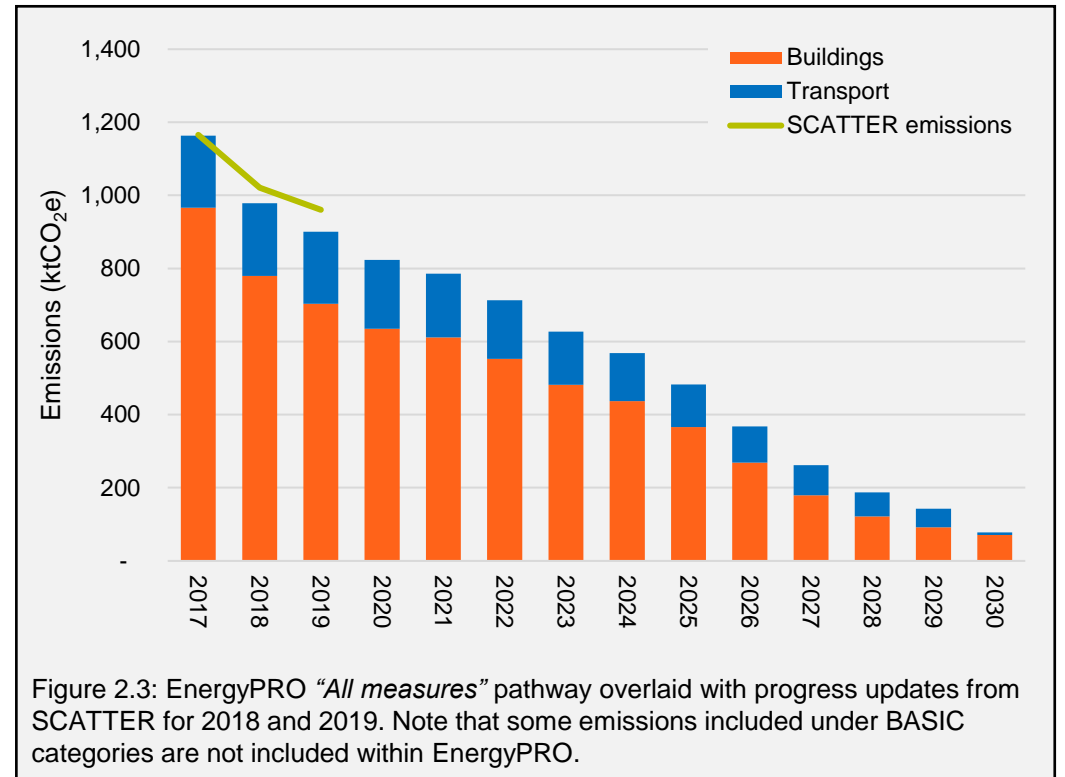


Figure 2.3: EnergyPRO “All measures” pathway overlaid with progress updates from SCATTER for 2018 and 2019. Note that some emissions included under BASIC categories are not included within EnergyPRO.

3 – GUIDANCE FOR FUTURE REPORTING

In future years, the council wishes to take the emissions reporting process “in-house”, with footprints being completed by analysts internally. This chapter sets out guidance and best practice on completing these footprints, based on conversations with the council team.

A more detailed supplementary annex has been provided to the council in conjunction with this report.

Reporting the borough’s Scope 1 & 2 emissions

The council will be able to report the borough-wide Scope 1 & 2 emissions annually using the free-to-access online SCATTER tool. The full SCATTER dataset is available for download along with guidance on how to report to the Global Covenant of Mayors and CDP, which the tool is aligned with.

This report, and the report from 2021, highlight which emissions sources are required for reporting under the Greenhouse Gas Protocol’s BASIC framework. This can be found in Appendix 2.

New functionality on the site (launching Summer 2022) will allow local authorities to compare past year emissions and updates to the methodology and source data are published alongside new data each year.

Assessing the council’s Scope 1 & 2 emissions

It is important that the council reassess its operational boundary each year. Having a full and clear understanding of the council’s operations across different teams and departments is an important prerequisite for accurately reporting emissions:

- Changes to contractual arrangements may warrant the amendment of previously out-of-scope activities into Scope 1 (and vice versa). There may also be justification to include some activities currently under Scope 3 as Scope 1, on the basis of demonstrating council leadership and maximising emissions reductions e.g. buildings which the council leases.

- Many properties had very low energy values. It is important to validate that these are definitely vacant, as opposed to being improperly recorded. In particular with housing, this could be done by assigning houses with an average value. How this has changed could also be assessed over the previous two-year periods and corroborated with buildings managers for reasonableness.
- Many of the electricity values used are forecasts made by the council’s energy providers. These appeared to be quite optimistic when comparing against Anthesis assumptions. We would therefore encourage the council to:
 - a) consider applying an adjustment to your building stock to account for the high value of forecasts
 - b) proactively seek actual meter readings from your tenants/energy suppliers (possibly accelerating smart metering integration)
- As the council adopts increasing amounts of renewable energy to meet its energy demand, it should also ensure that it reports Scope 2 emissions appropriately. As outlined in the GHG Protocol, it is standard practice to include both market- and location-based emissions from Scope 2 sources:
 - *Location-based emissions* estimates account for electricity consumption according to the average grid factor for a region.
 - *Market-based emissions* estimates account for electricity consumption after consideration of contractual arrangements (e.g. green tariffs) and are often much smaller than location-based estimates as a result.



3 – GUIDANCE FOR FUTURE REPORTING

- The council should also begin recording its consumption of refrigerant gases, which typically contribute 1-5% of an organisation's Scope 1 & 2 footprint.

These considerations ensures proper completeness when calculating emissions.

Assessing the council's Scope 3 emissions

The council also wishes to estimate the extent of its Scope 3 footprint, which incorporates emissions created in the council's supply chain and downstream services. Scope 3 emissions are typically much larger than Scope 1 and 2 emissions but are also much more challenging to treat since they rely on collaborative work with suppliers to both measure and mitigate.

Staff commuting and home-working

Estimating emissions from staff commuting is typically informed by an annual staff survey which gathers data on the number of journeys made, the distance travelled and the mode of transport taken. These pieces of information can then be combined to calculate an emissions estimate from commuting.

According to the GHG Protocol, emissions from home-working are recorded under the same emissions category as employee commuting and both activities are reported together.

Since the onset of COVID-19, the increased extent of home-working means that the council should consider these additional emissions impacts alongside commuting. Estimating emissions from home working considers additional energy usage from electronic equipment at home as well as additional heating in colder weather.

Interpreting consumption-based emissions analysis

The consumption-based emissions analysis published in this report is best used as a tool to highlight emissions hotspots within the council's supply chain and contracts. This forms the basis for further investigation and engagement with different suppliers and contracts.

The method applies nationally-derived emissions factors for expenditure in given industry sectors and is not sensitive to the specific nuances of suppliers' products and processes.

This limitation means that the totals quoted for certain industry sectors are likely to vary from the real-world performance of the council's suppliers.

Reporting supplier emissions to achieve better estimates for Scope 3

There is a strong overlap between mitigating the council's own Scope 3 emissions and the reduction in borough-wide Scope 1 & 2 emissions, since many of the council's suppliers operate within the borough. Improving the estimate of the council's Scope 3 footprint requires engaging with suppliers to disclose their Scope 1 & 2 emissions.

The accuracy of the council's estimate for emissions from procured goods and services ultimately relies on suppliers measuring the emissions created as a result of the council's contract. This is also a means through which the council can better categorise its Scope 3 emissions e.g., being able to distinguish between the broad category of "*Procured Goods and Services*" and the more specific category of "*Waste Generated in Operations*".

By engaging in discussions with its larger suppliers, the council can better plan how to reduce their emissions through a better understanding of its Scope 3 footprint.

CONCLUSIONS & RECOMMENDATIONS

This report provides updates to borough-wide and council's own emissions profiles for publication in the updated Climate Strategy & Action Plan, as well as advice and guidance on best practice for the council's reporting in future years.

To progress the council's ambitions to strengthen its emissions monitoring & reporting ahead of future cycles, we recommend the following to improve the council's data collection practices:

- Develop an appropriate means of regular emissions data monitoring across council teams and begin year-round conversations with relevant officers on their data monitoring & reporting techniques.
- Engage with key suppliers and determine what support is required to improve visibility over their own Scope 1 & 2 footprints, that the council may better define its own Scope 3 impacts. This also serves as a useful entry point into conversations around borough-wide emissions mitigation.
- Ensure that new projects designed alongside the Action Plan follow robust data management principles in order to properly allow the council to report its progress.

Useful resources for emissions reporting & accounting

- [SCATTER](#) and the LGA [Greenhouse Gas Accounting Tool](#)
- GHG Protocol for [Cities](#) and [organisational Scope 3 guidance](#)



Appendices

Appendix 1 – Council’s own emissions

Appendix 2 – 2019 BEIS & SCATTER Data Tables

Appendix 3 – 2018 SCATTER Inventory & Data Table

Appendix 4 – Updates to SCATTER’s data & methodology 2017-19

Appendix 5 – Progress against EnergyPRO baseline scenario

Appendix 6 – Homeworking Emissions Assessment

APPENDIX 1A: COUNCIL'S OWN EMISSIONS

Table 1: Emissions breakdown by source and activity (2020-2021).

Emission source					
Scope 1		Activity Data	Unit	tCO ₂ e	% of total emissions
Buildings & Other Assets	Natural Gas	309,007	MWh	56,598	13.65%
	Gas Oil	0	MWh	0	0.00%
Vehicle Fleet	Small Van (petrol)	405,589	Miles	140	0.03%
	Medium Van (SWB)	615,614	Miles	227	0.05%
	Large Van (Transit)	36,786	Miles	12	0.00%
	Large Van (3.5t cage tipper)	114,824	Miles	41	0.01%
Total Scope 1 emissions				57,018	13.75%
Scope 2		Activity Data	Unit	tCO ₂ e	% of total emissions
Buildings & Other Assets	Purchased Electricity	53,374	MWh	11,333	2.73%
Vehicle Fleet	Small Van (Electric)	18,278	Miles	1	0.00%
Total Scope 2 emissions				11,334	2.73%

Emission source					
Scope 3		Activity Data	Unit	tCO ₂ e	% of total emissions
Buildings & Other Assets	Natural Gas – WTT	309,007	MWh	9,687	2.34%
	Gas Oil – WTT	0	MWh	0	0.00%
	UK Electricity – T&D	53,374	MWh	1,003	0.24%
Employee Commute	Walk/Bicycle	4,742,612	Miles	0	0.00%
	Private On-Road Transport	2,843,817	Miles	784	0.19%
	Public On-Road Transport	536,679	Miles	87	0.02%
	Public Off-Road Transport	580,430	Miles	30	0.01%
Procurement Spend	Input/Output	£1,091	Million GBP	334,727	81.02%
Total Scope 3 emissions				346,318	83.52%
Total emissions (Scope 1, 2 & 3)				414,670	100%

Assumptions note

Figures may not sum directly due to rounding.

APPENDIX 1B: COUNCIL'S PROCUREMENT SPEND

Table 2: Procurement spend emissions summary

Category	Emissions (tCO2e)	Procurement Spend (k£)	Proportion of emissions
Services	108,749	572,744	32.5%
Construction	76,880	164,479	23.0%
Utilities	45,183	14,143	13.5%
Education	37,068	172,013	11.1%
Health and Social work	30,581	94,369	9.1%
Transport	21,109	23,650	6.3%
Machinery & Electrical Appliances	7,814	31,050	2.3%
Public Administration and Defence	5,627	15,291	1.7%
Minor Contributions (See Below)	1,718	3,019	0.5%
Grand total	334,727	1,090,757	100%

Table 4: Minor contributions breakdown

Category	Emissions (tCO2e)	Procurement Spend (k£)	Proportion of emissions
Post And Telecommunications	604	1,561	0.2%
Sewage and Refuse Services	456	338	0.1%
Material/Chemical Use	371	494	0.1%
Hospitality & Catering	164	332	0.0%
Manufactured Goods & Recycling	115	287	0.0%
Fuels	7	7	0.0%
Grand total	1,718	3,019	0.5%

Table 3: Services breakdown

Category	Emissions (tCO2e)	Procurement Spend (k£)	Proportion of services emissions
Other service activities	39,790	133,487	37%
Services from membership organisations	38,602	268,638	35%
Insurance and pension funds	12,921	48,802	12%
Banking and finance	12,709	89,082	12%
Legal, consultancy, other business activities	2,808	17,972	3%
Real estate activities	1,499	13,542	1%
Printing matter and related services	420	1,221	0.4%
Services sub-total	108,749	572,744	100%

APPENDIX 2: 2019 BEIS AND SCATTER DATA TABLES

Sector	Scope 1 & 2 Emissions, ktCO ₂
Industry and Commercial Electricity	183.3
Industry and Commercial Gas	108.7
Large Industrial Installations	0.3
Industrial and Commercial Other Fuels	8.3
Agriculture	0.1
Domestic Electricity	91.9
Domestic Gas	201.3
Domestic 'Other Fuels'	3.9
Road Transport (A roads)	100.4
Road Transport (Motorways)	-
Road Transport (Minor roads)	125.2
Diesel Railways	0.5
Transport Other	1.1
LULUCF Net Emissions	-0.9
Grand Total	824.1

IE	= Included Elsewhere
NE	= Not Estimated
NO	= Not Occurring
	Included within BASIC
	Not included within BASIC
	2019 data not yet available

Sub Sector	Direct (ktCO ₂ e)	Indirect (ktCO ₂ e)	Other (ktCO ₂ e)
Residential buildings	199.51	112.25	43.65
Commercial buildings & facilities	48.94	109.31	22.96
Institutional buildings & facilities	40.03	23.73	8.81
Industrial buildings & facilities	96.48	133.16	33.52
Agriculture			
Fugitive emissions	45.04	0.00	0.00
On-road	194.75	IE	IE
Rail	0.39	IE	0.09
Waterborne navigation	NO	IE	IE
Aviation	NO	IE	176.03
Off-road	1.94	0.00	NE
Solid waste disposal	61.56	0.00	IE
Biological treatment	NO	0.00	IE
Incineration and open burning	1.25	0.00	IE
Wastewater	5.79	0.00	NO
Industrial process	129.51	-	0.00
Industrial product use	0.00	-	NE
Livestock			
Land use			
Other AFOLU	NE	0.00	0.00
Electricity-only generation	NO	-	NO
CHP generation			
Heat/cold generation	NO	-	0.00
Local renewable generation	0.02	NO	NO
Sub-total	825.21	378.45	285.06
	Grand total: 1,488.72		

Notes:

- BEIS 2019 data (far left) and SCATTER 2019 data (near left) are compiled using different methodologies.
- Within the SCATTER model, national figures for emissions within certain sectors are scaled down to a local authority level based upon a series of assumptions and factors.

What do the different emissions categories mean within SCATTER?

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

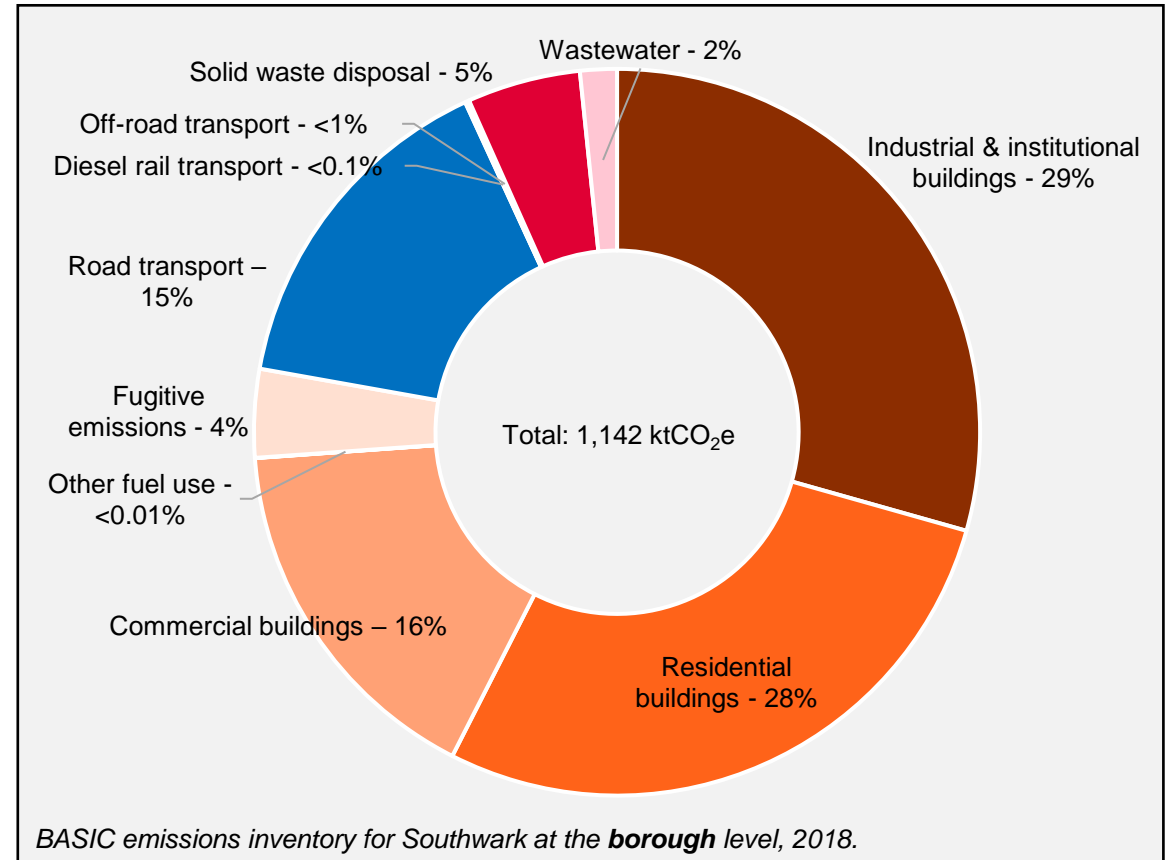
Indirect = GHG emissions occurring as a consequence of the use of grid-supplied electricity, heat, steam and/or cooling within the local authority boundary (also referred to as Scope 2).

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

APPENDIX 3: 2018 SCATTER INVENTORY & DATA TABLE

Sub Sector	Direct (ktCO ₂ e)	Indirect (ktCO ₂ e)	Other (ktCO ₂ e)
Residential buildings	196.09	124.98	48.04
Commercial buildings & facilities	48.64	138.26	29.08
Institutional buildings & facilities	39.65	30.02	10.34
Industrial buildings & facilities	96.96	168.77	41.51
Agriculture	0.10	0.00	0.02
Fugitive emissions	44.83	0.00	0.00
On-road	175.02	IE	IE
Rail	0.39	IE	0.09
Waterborne navigation	NO	IE	IE
Aviation	NO	IE	163.41
Off-road	1.75	0.00	NE
Solid waste disposal	57.62	0.00	IE
Biological treatment	NO	0.00	IE
Incineration and open burning	NO	0.00	IE
Wastewater	18.68	0.00	NO
Industrial process	144.83	-	0.00
Industrial product use	0.00	-	NE
Livestock	0.05	0.00	0.00
Land use	-0.54	0.00	0.00
Other AFOLU	NE	0.00	0.00
Electricity-only generation	NO	-	NO
CHP generation	0.46	-	0.08
Heat/cold generation	NO	-	0.00
Local renewable generation	0.01	NO	0.25
Sub-total	824.57	462.02	292.58
	Grand total: 1,579.16		

In 2018, Southwark's buildings, transport and waste disposal were responsible for emissions totalling 1,142 ktCO₂e.



APPENDIX 4: UPDATES TO SCATTER'S DATA & METHODOLOGY 2017-19

Implications of method updates on Southwark's footprint

Updating the sources used to estimate emissions in Southwark is an important part of improving the accuracy of monitoring and reporting emissions. Each year, the methodology and source data within SCATTER is reviewed to ensure that the most up-to-date statistics are being used to estimate emissions.

This leads to changes in emissions totals from one year to the next in certain categories. Changes to the data sources for stationary energy and waste disposal are in the most significant categories to have an impact on overall emissions totals. Changes in small emissions categories do not have major material impacts to the overall footprint since their emissions are very small relative to other sectors. This is true even in the case of significant percentage changes in the emissions data.

It is occasionally the case that there are large changes in the reported figures and underlying data. These are discussed in more detail below.

Changes within BASIC categories

Stationary energy

- Source data change has resulted in an average increase in emissions of +12%, due to changes in BEIS *Energy Consumption in the UK* (ECUK) datasets. This is the result of local authorities no longer reporting 'Bioenergy & Waste' and 'Industrial Energy Consumption' data.

- Differences have been reported regarding industrial coal, commercial petroleum products, and industrial & commercial gas.
- Linked to this, fuel classifications between building types has been reclassified, meaning that some emissions previously classified under industrial & institutional buildings have been grouped under commercial buildings instead.
- Within the ECUK dataset, publication revisions have resulted in changes to the *distribution* of non-domestic energy consumption for all local authorities. The overall consumption data is, however, consistent.

Transport

- Updates to ECUK data have resulted in an average total reduction of 10% for petroleum use within rail. Rail transport emissions are a very small contributor to Southwark's overall footprint.

Waste

- Waste is now split between population when it is reported by unitary authority or county. As there have been changes in the distribution of waste away from landfilling across many local authorities, this is resulted in a reduction of emissions disproportionate to the change in waste volume. This has resulted in an average change of +6% change across the data set.
- Changes to source data on renewables means local generation changes are observed between years for many local authorities. The average change in this dataset is +66%. However, emissions totals in this category are very small, meaning the impact on the overall borough-wide total is also small.

APPENDIX 4: UPDATES TO SCATTER'S DATA & METHODOLOGY 2017-19

Changes within small emissions categories

Industrial Processes and Product Use (IPPU)

- Substantial changes are the result of improved BEIS industrial fuel consumption data by local authority. The average change in inventory entries is significant (+237%) but the overall emissions from this category are very small, so the impact on the borough-wide footprint is low.

Agriculture, Forestry & Other Land Use

- Land Use, Land Use Change & Forestry (LULUCF) source data from government/ Ricardo has been updated, with an average change across the dataset of -16%.
- DEFRA source data updates have resulted in changes to land use emissions.
- Livestock accounting method improvements have changed allocation rules between dairy & non-dairy cattle for regional authorities where granular data was not provided. Cattle data is now assigned per hectare area rather than straight split, causing an average change of +1%.

Energy Generation

- New power stations listed in local authorities have resulted in significant changes in local generation where relevant. BEIS has provided new data for power station locations some sites have been re-allocated to correct local authorities in the *Digest of UK Energy Statistics* (DUKES) datasets.
- Combined heat & power source data changes have impacted the percentage of fuel inputs from national averages (DUKES dataset 7.2), resulting in average change across the dataset of -1%.

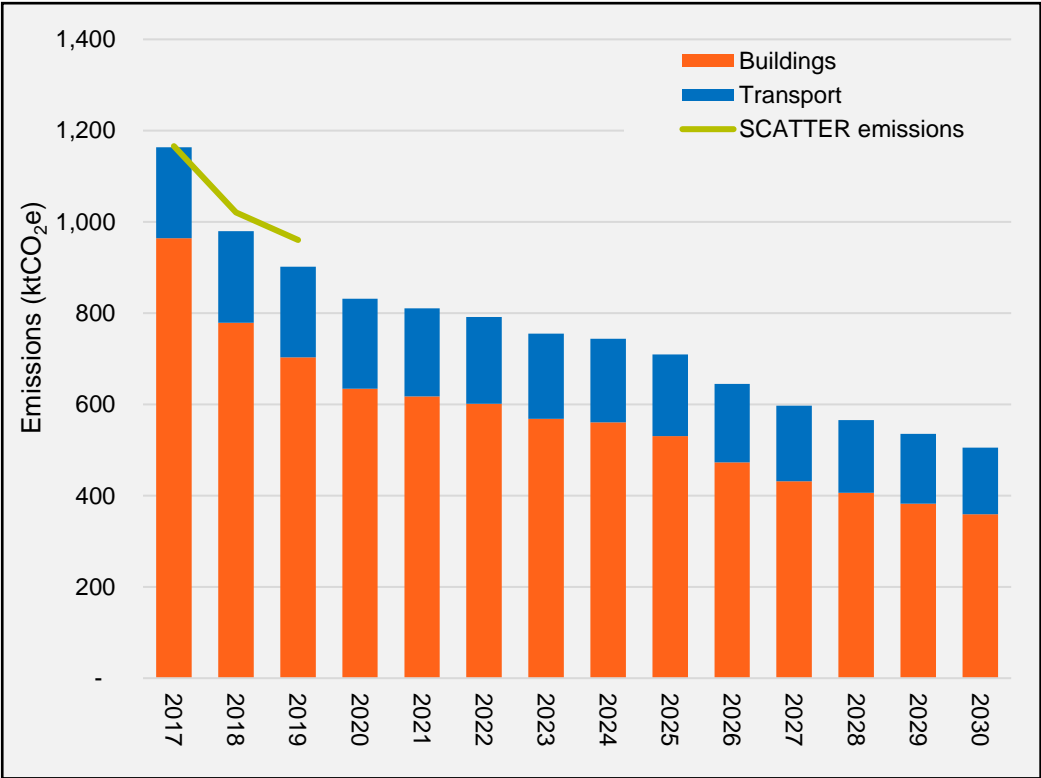
- Increased generation in some areas is also attributable to additional sites or increased capacity of existing sites, overall resulting in an average change of -12% across the dataset.

Glossary

- Business, Energy & Industrial Strategy (BEIS) – government department responsible for publishing data on emissions
- Department of Environment, Food & Rural Affairs (DEFRA) – government department responsible for publishing various activity data used in SCATTER emissions analysis
- Land Use, Land Use Change & Forestry (LULUCF) – net emissions from carbon “sinks” such as soils and trees
- Industrial Processes and Product Use (IPPU) – emissions from industrial practices such as mineral and chemical production
- Energy Consumption in the United Kingdom (ECUK) – Dataset which describes how energy is consumed across the UK in different sectors, such as in buildings or transport.
- Digest of United Kingdom Energy Statistics (DUKES) – Dataset which describes how energy is consumed across the UK in different sectors, such as in buildings or transport.

APPENDIX 5: PROGRESS AGAINST ENERGYPRO BASELINE SCENARIO

EnergyPRO “Business as usual” pathway overlaid with progress updates from SCATTER for 2018 and 2019. Note that some emissions included under BASIC categories are not included within EnergyPRO. The “Business as usual” scenario projects a 22% reduction in emissions in 2019 versus 2017 levels.



APPENDIX 6: HOMEWORKING EMISSIONS ASSESSMENT

Estimating emissions from staff commutes also includes consideration of home-working. This method accounts for the following:

- Electricity consumption from a lamp, monitor and laptop setup
- Gas consumption from additional heating of the home during the working day
- Seasonal variation in heating and lighting demand

Emissions can then be found by multiplying this additional demand by the relevant conversion factors. These calculations are shown in the tables below:

Source	Power rating (kW)	Usage (hr)	Emissions (kgCO ₂ e)
Lamp (Spring)	0.04	8	0.07
Lamp (Winter)	0.08	8	0.14
Laptop	0.05	8	0.08
Monitor	0.05	8	0.08
Heating (gas boiler, Spring)	35	2	12.82
Heating (gas boiler, Winter)	35	4	25.64

These figures represent one home-worker on one day. To estimate the annual emissions across all of the council's home-workers, we made assumptions on the number of front-line workers and the overall number of working days that council staff worked from home, after accounting for lockdowns and a hybrid working pattern.

The split between Spring and Winter days was taken as 50:50, given that lockdown periods matched almost exactly over those calendar months.

Period	Emissions (tCO ₂ e)		
	Electrical equipment	Heating	Total
Spring days	89	4,781	4,870
Winter days	114	9,562	9,676
Grand total	203	14,344	14,546

The resulting calculations estimate emissions on the scale of 15ktCO₂e from home-working during FY2020/21, due largely to the extensive lockdown periods.

However, this figure is based on very general assumptions of energy consumption in the home and would be very difficult to independently verify. Reporting home-working emissions alongside staff commutes is optional under the GHG Protocol and the above estimates have not been included in the full analysis given in Chapter 1 on this basis.

The council does not presently collect primary data for this activity, but in the future this could be done as part of a staff commute survey. As evidenced above, the major determinant in these emissions is the extent to which home workers heat their homes during the day (>98% of the total estimate). Gathering exact data is extremely challenging, given it relies on domestic meter readings during a very specific time of the day in the homes of council staff.

The extent to which the council can influence these emissions is also limited. For staff who live in the borough boundary, the emissions are categorized under borough-wide Scope 1 & 2 emissions anyway and are captured by SCATTER.

Disclaimer

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Strategy/Report	Next Planned Refresh Publication	Last Refreshed	Related AP Theme (key below)
Corporate Asset Management Plan	TBC	2021	B,C,D,E,L,M,N,O,P,U
New Southwark Plan Early Review	TBC	2022	A,B,C,D,E,L,N,P,Y
Housing Asset Management Strategy	July 2022	2021	B,C,D,E,L,M,N,O,P,U
Southwark Economic Wellbeing Strategy	September 2022	2017	M,O,Q,S,T
Southwark Economic Renewal Plan Sustainable Food Strategy	December 2022	2021	Q,R,S
Fairer Futures Procurement Plan – Social Value	Winter 2022	2019	U
Southwark Biodiversity Action Plan	Winter 2022	2020	V,Y,W,X,Y
Air Quality Action Plan	January 2023	2017	F,G,H
Flood Risk Management Strategy	March 2023	2018	V,X,Y
Movement Plan	Early 2023	2019	F,G,H,I,K,S,V
Heat networks strategy	2026 – in line with Asset Management Strategy	2021	D,E,L,M,N,P

Greener Buildings

- A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use
- B. Buildings minimise their carbon emissions and maximise their energy efficiency
- C. Low-carbon technologies and practices are encouraged within the borough's buildings
- D. Decarbonise operational council buildings
- E. Decarbonise council housing

Active and Sustainable Travel

- F. Make cycling and walking easier
- G. Discourage the ownership and use of polluting private cars
- H. Improve public transport
- I. Reduce unnecessary journeys
- J. Cut down unnecessary flying & encourage offsetting flight emissions
- K. Decarbonise council travel

Renewable Energy

- L. Improve local renewable energy infrastructure
- M. Move towards green energy for businesses, residents and other organisations
- N. Tackle fuel poverty by promoting and providing accessible energy alternatives
- O. Reduce energy demand and cut energy waste
- P. Boost renewable energy

A Circular Economy with Green Jobs

- Q. Move toward a more circular economy
- R. Support more sustainable diets
- S. Greener businesses and supply chains
- T. Implement a Green New Deal
- U. Sustainable Operations and Procurement

Thriving Natural Environment

- V. Create greener streets with more planting
- W. Increase tree coverage across the borough
- X. Residents have greater access to nature
- Y. Building and development works alongside and enhances the natural environment
- Z. Defining an offsetting strategy for residual emissions

Item No. 14.	Classification: Open	Date: 13 September 2022	Meeting Name: Cabinet
Report title:		Response to the report of the overview and scrutiny committee – Scrutiny Review of Regeneration in the borough of Southwark	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor James McAsh, Climate Emergency and Sustainable Development (maternity cover)	

FOREWORD - COUNCILLOR JAMES MCASH, CABINET MEMBER FOR THE CLIMATE EMERGENCY AND SUSTAINABLE DEVELOPMENT

This will be circulated separately.

RECOMMENDATIONS

1. Cabinet notes the recommendations of the Overview and Scrutiny Committee and endorses the response set out in Appendix 1 of this report.

BACKGROUND INFORMATION

2. The overview and scrutiny committee undertook a scrutiny review of regeneration in the borough of Southwark, drawing upon past community and developer experience to identify lessons learnt and to gain a better understanding of issues/areas where the council might want to consider making changes with a view to improving the experience of regeneration for residents and stakeholders in the borough.
3. The review was undertaken between October 2020 and March 2022.
4. The overview and scrutiny committee agreed its report for referral to cabinet at its meeting held on 2 March 2022.
5. Cabinet on 14th June 2022 noted the scrutiny report and requested that the relevant cabinet member reports back to cabinet on the recommendations contained in the report of the overview and scrutiny committee within eight weeks.

KEY ISSUES FOR CONSIDERATION

6. This report sets out the council's consideration of the recommendations in the Scrutiny report and where appropriate updates Cabinet on the steps that are being taken to address them.

7. The scrutiny report contains a large number of recommendations. For ease of reference these have been set out in Appendix 1 to this report together with the response.

Policy framework implications

8. Decisions on major regeneration schemes in the future will continue to be taken having regard to all relevant policy considerations including those in the Southwark Plan, Movement Plan and Climate Strategy.

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

Community impact statement

9. There are no direct impacts on these issues arising from this report. These issues will however continue to be assessed at the point at which decisions on major regeneration schemes are taken.

Equalities (including socio-economic) impact statement

10. There are no direct impacts on these issues arising from this report. The council's Public Sector Equalities Duty will continue to be assessed at the point at which decisions on major regeneration schemes are taken.

Health impact statement

11. There are no direct impacts on these issues arising from this report. The assessment of Health requirements arising from new major regeneration will be assessed at the outset of future schemes having regard to Southwark Plan policies where appropriate.

Climate change implications

12. There are no direct implications arising from this report. The alignment of the council's climate strategy with the delivery of the council's major regeneration schemes will be considered when decisions on future major regeneration schemes are taken.

Resource implications

13. There are no financial implications associated with the recommendations set out within this report.

Legal implications

14. There are none directly arising from this report. The legal implications of major regeneration schemes will continue to be assessed at the point at which new decisions on them are taken Insert text

Financial implications

15. There are none directly arising from this report. The financial implications of major regeneration schemes will continue to be assessed at the point at which decisions on them are taken.

Consultation

16. There will continue to be specific consultation mechanisms for future major regeneration schemes which will be tailored to the circumstances of individual projects.
17. As noted in the response to the review the council has already adopted a statement of community involvement which sets out the expectations for consultation in advance of submitting planning applications.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

18. In accordance with the powers given to it under Part 3B of the Constitution, Cabinet is being asked to note the recommendations of the Overview and Scrutiny Committee in respect of regeneration in the borough and to endorse the response to each recommendation.
19. As this report is not authorising specific actions in respect of any current regeneration projects there are currently no legal implications arising from the recommendation.
20. Should a future decision be taken in respect of a regeneration project then any legal implications arising out of that decision will be considered at that time.

Strategic Director of Finance and Governance

21. This report is requesting the Cabinet to note the recommendations of the Overview and Scrutiny Committee and endorse the response set out in Appendix 1 of this report.
22. The strategic director of finance and governance notes that there are no financial implications arising from this report.
23. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report of the Overview and Scrutiny Committee: Scrutiny Review of Regeneration in the Borough of Southwark	160 Tooley Street London SE1 2QH	Paula.thornton@southwark.gov.uk
Link (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s107244/Appendix%20A%20Scrutiny%20Review%20of%20Regeneration.pdf		
Movement Plan , annual report and future changes	160 Tooley Street London SE1 2QH	Paula.thornton@southwark.gov.uk
Links (please copy and paste into browser): https://moderngov.southwark.gov.uk/documents/s104619/Report%20Movement%20Plan%20update.pdf https://moderngov.southwark.gov.uk/documents/s104624/Appendix%201%20Movement%20Plan%20update.pdf		
Southwark Plan	160 Tooley Street London SE1 2QH	Paula.thornton@southwark.gov.uk
Link (please copy and paste into browser): https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/development-plan/southwark-plan		

APPENDICES

No.	Title
Appendix 1	Response to Scrutiny Review of Regeneration in the borough of Southwark.

AUDIT TRAIL

Cabinet Member	Councillor James McAsh, Climate Emergency and Sustainable Development (maternity cover)	
Lead Officer	Stephen Platts, Director of Planning Growth	
Report Author	Jon Abbott, Head of Sustainable Growth	
Version	Final	
Dated	31 August 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		31 August 2022

RESPONSE TO THE REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE – SCRUTINY REVIEW OF REGENERATION IN THE BOROUGH OF SOUTHWARK

FOREWORD - COUNCILLOR JAMES MCASH, CABINET MEMBER FOR THE CLIMATE EMERGENCY AND SUSTAINABLE DEVELOPMENT

On behalf of the cabinet, I welcome the report from the overview and scrutiny committee on regeneration in Southwark. Our response to each recommendation is set out in Appendix 1. I am pleased to say that we either have adopted or are currently working on the majority of these. I want to highlight three responses in particular, which demonstrate our on-going commitment to residents being empowered to shape development in the borough and to benefit from private investment secured through the planning process. The scrutiny report has recommended that the council should produce a Community Consultation Framework similar to the Lambeth Council model. As our response notes we are in the process of introducing a Development Consultation Charter, which requires developers to provide evidence, throughout the planning application process, that demonstrates how they have consulted with local stakeholders. This evidence is listed as a validation requirement for any major applications and council-owned schemes. I am confident that this document will go beyond the requirements of other local authorities and set a new benchmark for engagement by developers with our residents.

The scrutiny report also recommends that the council should continue to develop town centre-based regeneration plans for the main centres of Bermondsey, Borough, Camberwell, Dulwich, Peckham, Rotherhithe and Walworth and that these are regularly reviewed and recalibrated. This administration recognises the crucial role our town centres play in the lives of our residents and it is essential that they continue to provide a range of accessible services and activities. I am delighted to say that the council's delivery plan will include a commitment to produce plans for them, with our first priority being Peckham Town Centre. The scrutiny report also recommends that we review affordable housing policy with a view to increasing its proportion in regeneration schemes to 50%. Increasing the provision of affordable homes remains a core commitment for this administration. Policy SP1 of the Southwark Plan has a strategic target of 50% affordable homes, which is consistent with the London Plan. Through the Southwark Plan, we will continue to deliver more homes than almost all local authorities in the country.

APPENDIX 1	
Response to Scrutiny Review of Regeneration in the borough of Southwark	
Recommendation	Response
1. The Council should review its consultation procedures for major regeneration projects. The review should take on board the following aspects:	
(i) Ensure before embarking on any regeneration exercise an audit of the current situation in a given locality as contained in the Council's Development Charter of the provision services, amenities, housing, transport, businesses, schools, GP surgeries, etc. This audit should be compiled and agreed with local community groups, tenants and residents associations, businesses and potential developers, and then incorporated into a Supplementary Planning Document (SPD).	The council has adopted this approach through its Southwark Plan process. The Plan has assessed the implications of growth for public services including that generated from individual housing/regeneration schemes. Policies and proposals to support public transport, health and community facilities etc which are needed to support growth are included in the plan. All such documents are subject to consultation with residents.
(ii) Specifically the Council should be mindful and include at all times, the given needs of a locality, particularly in terms of the 9 protected characteristics in reducing inequalities and meeting housing need, and the impact a given scheme would have on the local residents sense of belonging and pride of place in an area.	<p>The council has had regard to its Public Sector Equalities Duty when considering regeneration, housing and other development projects and will continue to do so.</p> <p>Policy SP2 in the Southwark Plan, "Southwark Together", requires that developments are designed for the diverse communities in Southwark, including all principles of the Southwark Stands Together initiative and to ensure accessibility, inclusivity, and interaction, regardless of disability, age, race, religion or belief, sex, sexual orientation, pregnancy and maternity, marriage or civil partnership or gender, and allow all to participate equally, confidently and independently in everyday activities.</p>
(iii) Evolve a Community Consultation Framework similar to the Lambeth Council model and incorporating the Council's own initiatives such as the Local	The Council has already adopted a Statement of Community Involvement. It was consulted on in 2019 and again from 14 December 2021 to 23 March 2022. We are

<p>Development Study in Camberwell, to enable local residents, tenants and residents associations, businesses and community groups to comment on identifying concerns with a masterplan in terms of design, content or omission</p>	<p>currently preparing the final version based on feedback we received earlier this year.</p> <p>The Draft Southwark Statement of Community Involvement (SCI) takes a unique approach to public participation which focuses on transparency and accountability. Most notably, the SCI introduces a document called the Development Consultation Charter (DCC) which requires developers to provide evidence, throughout the planning application process, that demonstrates how they have consulted with local stakeholders. This evidence is listed as a validation requirement for any major applications and Council owned schemes. This allows planning officers to assess the extent to which developers have undertaken meaningful engagement with the local community and push back where necessary to require further consultation. In comparison, the Lambeth Statement of Community Involvement (adopted in October 2020) outlines some 'potential engagement methods' that it encourages developers to use. However, it does not include any explicit requirements for developers beyond what is required in statute. Therefore, the Southwark SCI and DCC set a benchmark for engagement with planning in the borough that goes beyond the traditional scope of an SCI which performs a statutory function in educating local residents about how to engage with planning.</p> <p>Statement of Community Involvement - Southwark Council</p>
<p>(iv)Creating on-going consultative forums through the life of a regeneration project and the passed programming of works such as the Community Review Panel model on the Old Kent Road regeneration scheme.</p>	<p>The council has established different types of consultative forums over a number of years to support large area based schemes. The council will continue to do this where applicable in the future. For example discussions are taking place to establish a consultative forum for the Aylesham redevelopment. The type of forum and specific remit will be dependent on the type of scheme and other local circumstances</p>

	and should therefore be agreed on a case by case basis.
2. The Council should continue to develop town centre based regeneration plans for the main centres of Bermondsey, Borough, Camberwell, Dulwich, Peckham, Rotherhithe and Walworth that are regularly reviewed and recalibrated.	Town centre plans are in the process of being developed as part of the Council's delivery plan. The initial focus is on Peckham which is a council priority but it is expected that this approach will then be applied to other town centres as resources allow.
3. In the implementation of regeneration schemes the Council should seek to adopt the following measures as good practice:	
(i) Be transparent and clear as to the objectives of the project in terms of the potential in realising residents and businesses aspirations for the locality and the Council's own preferred outcomes	<p>The council recognises that this is a key principle that should underpin all our consultation with residents. Planning and cabinet reports are already published in advance of meetings. Our Southwark Plan was adopted following extensive consultation and was subject to an independent examination in public at which residents could make representations.</p> <p>We are actively opening up the planning process to our residents and placing more information on line including digital forms of consultation, and reporting on planning application monitoring as well as monitoring affordable housing delivery.</p> <p>Monitoring affordable housing delivery - Southwark Council</p>
(ii) To promote the benefits of regeneration to a locality with the aim of evolving more integrated and sustainable communities in terms of good quality housing, job creation, apprenticeships, boosting the local economy, provision and improvement of local amenities (such as open spaces, green parks and trees, GP surgeries, schools, libraries, etc.), creating more socially diverse communities, improved educational attainment and facilities, increased community safety.	The council fully agrees with this recommendation. The objective underpins our policies in the Southwark Plan, Council delivery plan and how we approach the allocation of CiL. For example in the first round of local CiL we allocated £6.5m to a range of projects including investment to improve community facilities [Surrey Quay's Farms], parks [Leathermarket], and public realm.
(iii) Ensure that the liaison and communication with developers is	Our planning service endeavours to make the application process as efficient as is

<p>maintained at all times and that the resultant planning applications are dealt with in an energised and timely manner.</p>	<p>practical. Inevitably however there can be resource challenges which may impact on the speed of delivery. We now require Pre application agreements with developers to ensure resource plans are in place for complex schemes. It will inevitably remain the case that applications which comply with the full range of policies the council has adopted will make more rapid process through the system than those which don't and therefore require more negotiation.</p>
<p>(iv) That the allocation of Section 106/CiL funds be transparent and linked to the long-term benefits of communities and meeting their needs across the locality.</p>	<p>The Southwark Plan includes policies for the use of s106 to mitigate the impacts of development on our residents. Cabinet will shortly be asked to consider a report on the priorities for the allocation of CIL.</p> <p>The S106 and CIL SPD provides more detail and this will be updated following the adoption of the Southwark Plan to give further guidance.</p>
<p>(v) The Council should provide a dedicated team linking all relevant services for each major regeneration scheme to ensure smooth progress and increased speed of delivery, together with more planning lawyers and highways staff to cover increased volumes of work.</p>	<p>We have recently completed an internal reorganisation to create dedicated delivery teams to continue to deliver the council's housing and regeneration programmes. These are supplemented by cross departmental project boards to increase coordination where appropriate.</p>
<p>4. Strategically the Council should seek to establish the following:</p>	
<p>(i) Publish annually income levels across the borough's population, the sales and rent levels across the borough and the discrepancy between them.</p>	<p>The Southwark Plan includes information on this from 2018.</p> <p>The council housing department reports on private rents and sales prices as part it's market trend bulletin. We occasionally source information on income levels from external specialist organisations at a cost when this is required for specific policy work such as Strategic Housing market Assessment work</p>
<p>(ii) A review of the affordable housing policy with a view to increasing the level of affordable housing in regeneration schemes to 50% (whilst retaining the social housing element of the council's affordable housing policy).</p>	<p>Policy SP1 of the Southwark Plan has a strategic target of 50% affordable homes which is consistent with the London Plan.</p> <p>The Plan will continue to support delivery by the public and private sectors of one of the highest levels of new homes nationally in Southwark.</p>

	<p>As set out in the Southwark Plan currently in Southwark development by the public and private sectors is producing on average around 42% affordable housing. This equates to 9,200 gross new affordable homes and 6,416 net affordable homes between 2004-2019.</p> <p>The London Plan includes a requirement for 50% affordable homes on public land. Where existing estates are being developed there is a further requirement to replace affordable housing with the equivalent sq.m of new affordable accommodation.</p> <p>We will seek to meet the SP1 target of 50% affordable homes through a combination of the following;</p> <ol style="list-style-type: none"> a. Policy compliant private sector developments [35% affordable of which 25% social rent and 10% intermediate] b. Through new council homes delivery programme on public land. c. RSL development which often exceed the minimum 35% policy requirement. d. Encouraging developers to exceed 35% social rented and intermediate homes delivery. To facilitate this we have introduced a fast track policy for development which provides 40% social rented and intermediate housing, with a policy compliant tenure mix, (a minimum of 25% social rented and a minimum of 10% intermediate housing) with no grant subsidy. Where developments follow the fast track route they will not be subject to a viability appraisal.
(iii)Embody the core principles of recycling and reuse in all regeneration plans in line with meeting the Council's own objectives concerning climate change and sustainability. This investigation should focus on how to long-term fix many housing disrepair issues in existing stock in order to make	The Southwark Plan 2022 Policy P70 (Energy) and Policy P62 (Reducing waste) sets out requirements for all major development that is referable to the Mayor to submit a Whole Life Cycle Carbon Assessment and Circular Economy Statements following the GLA's London Plan Guidance. These documents together assess the embodied carbon in existing

<p>conditions more suitable for tenants to stay in their properties.</p>	<p>structures and materials, and assess sustainable approaches. The Circular Economy Statement provides more detail on the recycling and reuse strategy for the materials on site. The reduction and proper management of waste to reduce carbon emissions is crucial for mitigating against climate change. An Environment and Climate Change Supplementary Planning Document (SPD) to give further guidance is currently being scoped out and prepared. The case for retention or redevelopment of a block/estate would need to be assessed on a case by case basis having regard to policy at the time and the outcome of the assessment together with the financial implications would inform the recommendations in a report to cabinet.</p>
<p>(iv) Spell out the financial cost/benefit analysis of any given regeneration scheme, not only concerning the loss of homes/businesses and number of replacement homes/businesses, but also that the viability tests reflect the true increase in land value over time.</p>	<p>The council's delivery plan includes a commitment to establish a Land Commission [LC]. It is recommended that the LC consider this matter and make recommendations as appropriate.</p>
<p>(v) Undertake a cost benefit analysis that evaluates the opportunity area policies, and looks specifically at the comparison between large private sector opportunity projects being delivered, and longer term slower, but local authority driven projects being delivered. This piece of work be brought back through the scrutiny function once it is completed.</p>	<p>The London Plan designates 4 Opportunity Areas [OA's] in Southwark – Borough, Bankside and London Bridge, Old Kent Road, Elephant and Castle and Canada Water. All 4 are also in the Southwark Plan and on Southwark Maps – the Southwark Plan has Area Visions for each area.</p> <p>OA's are identified as areas of growth in new homes and jobs. They require the development of both public and private land. OA's also require significant investment in Public Transport and other social infrastructure [parks, health and other community facilities] which also require financial contributions from both the public and private sectors [via CIL]. As a consequence there isn't in a practical choice between public only and private only regeneration of OA's.</p> <p>Where the council is considering new regeneration schemes within OA's it can evaluate delivery options including direct</p>

	delivery and development agreements with private partners. Such an evaluation would need to have regard to the council's financial position at that time.
(vi) Guarantee that displaced secure tenants are offered secure tenancies on return to the locality, and that leaseholders are given options reflecting a fair market price pre-regeneration.	Planning policy in respect of existing businesses is set out in P33 of the Southwark Plan 2022 "Business Relocation". This policy requires that where existing small or independent businesses or small shops may be displaced by development a business relocation strategy, written in consultation with affected businesses, must be provided. Generally where schemes in private ownership are being redeveloped these are Landlord and Tenant issues and therefore the council has limited scope beyond this adopted policy to intervene directly in them.
5. That the cabinet consider stating that in the instance of any council estate regeneration in the future, that the first preferred option in all circumstances be to deliver such a programme as local authority homes. If the council wishes to propose a partnership agreement with private or third sector organisations in future, then the cabinet must lay forth in a report why an in-house/council controlled regeneration is not possible, and any such report must be considered through the council's overview and scrutiny functions.	Southwark Construction will lead on estate regeneration schemes in the future. Options for delivery of future schemes will be considered through the council's decision making processes.
6. Specifically for transport related aspects of regeneration the Council should:	
(i) Develop and improve its strategy for the implementation of better sustainable networks whether large or small as a catalyst for regeneration in the borough.	The Sustainable Growth team is responsible for a programme of investment in the council's town centres that support contribute to the delivery of these recommendations. Projects include working with partners to improve Elephant & Castle underground station; Peckham, Surrey Quays, Denmark Hill and Elephant and Castle overground stations. In addition there are a number of interventions to improve cycling and pedestrian routes which are being implemented using local CiL or are secured through agreements with development partners.
(ii) Seek to promote and introduce healthy streets through more localised street space schemes providing feeder links to create more of a community way in or out routes.	

	<p>The programme of work is taking place within the policy framework and priorities established by the Council's Movement Plan [MP] and the council's delivery plan for 2022/26. The MP is currently being prepared following a monitoring report which Cabinet considered in February 2022. https://moderngov.southwark.gov.uk/documents/s104619/Report%20Movement%20Plan%20update.pdf</p> <p>As noted in that report the MP takes a people centred approach that coordinates all modes, public realm and environment. The primary focus of the MP is to increase walking, riding, and public transport, making it the easiest choice by reducing driving, vehicle ownership and reallocating space from vehicles to people. Consultation on the Movement Plan is scheduled to start in October and the current programme anticipates a report to Cabinet in May next year.</p>
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Championing what matters to you

Healthwatch Southwark
Annual Report 2021-22



Contents

Message from our chair	3
About us	4
Our year in review	5
How we made a difference	6
Listening to your experiences	7
Advice and information	11
Volunteers	13
Finances and future priorities	15
Statutory statements	16

Message from our chair

As the long-term impact of the pandemic continues to emerge, we know that health inequalities disproportionately impact the people whose voices are least heard in health and social care services. For this reason, I am highly appreciative of the dedication of staff and volunteers to rebuild strong relationships with the community. Gathering views via all available communication channels we have strived to increase our presence locally.

Our projects such as GP Access and Mental Health Needs is a testament of our ongoing commitment to the people we serve. Our recent report on 'Mental Health Services Unmet Need in Southwark' identified areas for improvement in adult community mental health services. We are proud to share that this led to a comprehensive improvement plan from the local service provider. This highlights the importance of valuing the voice of the community and meeting the needs of all sections of the local community.

We are a strong team at Healthwatch Southwark and commit to being a reliable and responsive resource across Southwark as we continue in recovery from the pandemic. We are continuously looking to develop positive partnerships with local organisations to support co-production in our projects and to share our knowledge and expertise.



Sheona St Hilaire
Healthwatch Southwark Chair



"The COVID-19 pandemic has thrown long-standing health inequalities into stark relief. With NHS and social care facing even longer backlogs, the unequal outcomes exposed by the pandemic are at risk of becoming worse. Local Healthwatch play an important role in helping to overcome these adversities and are uniquely placed to make a positive difference in their communities."

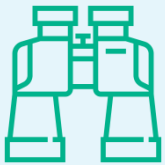
Sir Robert Francis QC, Chair of Healthwatch England



About us

Your health and social care champion

Healthwatch Southwark is your local health and social care champion. From London Bridge to Dulwich and everywhere in between, we make sure NHS leaders and other decision makers hear your voice and use your feedback to improve care. We can also help you to find reliable and trustworthy information and advice.



Our vision

A world where we can all get the health and care we need.



Our mission

To make sure people's experiences help make health and care better.



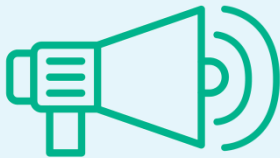
Our values

- Listening to people and making sure their voices are heard.
- Including everyone in the conversation – especially those who don't always have their voice heard.
- Analysing different people's experiences to learn how to improve care.
- Acting on feedback and driving change.
- Partnering with care providers, Government, and the voluntary sector – serving as the public's independent advocate.

Our year in review

Find out how we have engaged and supported people.

Reaching out



2200 people

shared their experiences of health and social care services with us, helping to raise awareness of issues and improve care.

300 people

came to us for clear advice and information about topics such as mental health and COVID-19.

Making a difference to care



We published

2 reports

about the improvements people would like to see to health and social care services.

Our most popular report was

Mental Health Services: Unmet Need in Southwark

which investigated people's positive and negative experiences of adult community mental health services and identified the key areas of unmet need, requiring improvements.

Health and care that works for you



We're lucky to have

131

outstanding volunteers, who gave up **100 days** to make care better for our community.

We're funded by our local authority. In 2021-22 we received:

£140,000

which is **16.5% more** than the previous year.

We also currently employ

4 staff

who help us carry out this work. previous year.

How we've made a difference throughout the year

These are the biggest projects we worked on from April 2021 to March 2022.

Spring

We launched the Community Health Ambassadors Network (volunteer programme) to ensure marginalised and vulnerable communities were heard and were given accurate and timely information and resources on Covid-19 information relevant to their communities.



We undertook a project to hear the experiences and views of young and older people on Covid -19 vaccinations- this informed local vaccinations strategy.

Summer



When people struggled to see their GP face-to-face (mainly due to service changes as a result of Covid 19 restrictions), we took part in a joint project with the South East London Healthwatch network, investigating people's experiences of accessing, or trying to access GP services.

Autumn



With the increasing demand for mental health services during the Covid-19 pandemic, we conducted a project to identify areas of unmet need in adult community mental health services and made recommendations to the local provider, South London and Maudsley NHS Foundation Trust, on how to address them.

Winter

Recognising that young people are an underrepresented group in Southwark, we launched a 'Young People's Health Project' aiming to boost engagement with them, identify their key health and wellbeing challenges and empower them to be more actively involved in health and social care decision making to ensure services meet their needs.

We launched a 'Health Inequalities Project' to focus our work on Black African and Caribbean and Latin American communities. We aim to provide a platform for these groups to share their views, experiences and needs so that we can identify their key issues and raise awareness of them with decision makers to drive change.

Listening to your experiences

Services can't make improvements without hearing your views. That's why over the last year we have made listening to feedback from all areas of the community a priority. This allows us to understand the full picture, and feedback to services to help them improve.



Improving Adult Community Mental Health Services

Thanks to service users for sharing their experiences of adult community mental health services with us last year, we helped South London and Maudsley NHS Foundation Trust (SLaM) develop an action plan to improve their services and tackle unmet need in Southwark.

Working with a steering group of residents with experiences of mental health services, we developed a survey asking about individuals experiences of a range of SLaM services across several domains of care in which we could identify unmet need including access, waiting, suitability, impact and staff. We heard from 71 service users and 10 carers. These individuals had generally not already been part of existing patient involvement activities, demonstrating how our work helped to boost their engagement.

Key Findings

We saw a pattern of extremes in experiences of mental health services, with individuals reflecting on either very good or very poor experiences. The key areas of unmet need identified within adult community-based services included:

- Issues with referral and assessment processes.
- Lack of information about the services available and the processes and waiting times for them.
- Unmet service provision and barriers to access for individuals with complex needs including those with experience of autism, attention deficit hyperactivity disorder (ADHD), personality disorder, eating disorders and serious mental illness.

Notably, we also identified areas of 'met need' which included opportunities for patient and public involvement, holistic approaches to care, kind and supportive staff, and accessible and impactful Improving Access to Psychological Therapies (IAPT), Dialectical Behaviour Therapy (DBT) and Cognitive Analytical Therapy (CAT) services.

Recommendations

We called for improvements in the accessibility and flexibility of services, more communication, transparency, and accountability with patients, shorter waiting times, increased service user and carer representation in decision making, the prioritisation of staff continuity and the development of clearer pathways and a proper step-down care service that includes assessment following treatment and discharge.

What difference did this make

SLaM provided a formal response to our report, outlining some specific developments that are underway to address the gaps in provision of adult mental health services we identified. We have organised a workshop for the community to highlight how this work has made a difference and promoted improvements to mental health services.

Improving Access to GP Services

Thanks to Southwark residents for sharing their experiences of accessing, or trying to access, GP services, we have opened up a discussion with Southwark Primary Care Group to identify where they can make improvements to help people access services.

We received widespread feedback about local people having difficulties accessing face-to-face appointments with their GPs and using digital and telephone appointment booking systems.

We carried out a survey asking Southwark residents about their experiences of booking (or trying to book) and attending GP appointments since the lifting of lockdown on 19th July 2021. We also conducted an audit of all Southwark GP websites, looking at whether they featured relevant information and how easily accessible it was.

Key Findings

- Many people are facing GP access issues linked to difficulties with appointment booking processes, long wait times, limited availability of appointments and difficulty accessing face-to-face appointments.
- There have been some positive developments since the changes to GP access including increased efficiency in accessing prescriptions and appointments and not having to wait in reception.
- GP websites offer opportunities to book appointments but there are limited extended hour appointments available and it can be difficult to cancel appointments or find information about face-to-face options and interpreter services.

Recommendations

We called for GPs to offer more appointments, including face-to-face options, a more simple and flexible booking system, regular updates on access options, a more personalised service, and opportunities for users to review their experiences.

What difference did this make

This project has enabled us to foster a closer partnership with the Southwark Primary Care Group which includes a consortium of the GP federation and Southwark CCG Primary Care Commissioning team. We have been actively involved with their Access Plan meetings and presented our research findings at the Southwark Borough Based Board. GPs are currently reviewing their websites based on the findings from our website audit and are seeking our advice on improving patient involvement and engagement opportunities. We have highlighted our concerns with communications between GPs and patients and are currently having discussions to find a way to positively highlight the work of GPs behind the scenes, to improve public understanding and expectation. GPs will be offering an enhanced service in October 2022 with more face-to-face appointments which will help to tackle access issues.

Three ways we have made a difference for the community

We have been enhancing our community engagement opportunities and getting local people more involved in the improvement of services.



Putting community engagement at the heart of our work

We have developed new and creative ways to engage the community.

During the pandemic, we had to adapt our community engagement strategy to the online world. We launched a programme of diverse online events and workshops to improve our community profile, connect people with local services, raise awareness of key health issues and start conversations about mental health and wellbeing. As opportunities for face-to-face engagement returned, we started visiting community hubs and hosting signposting and feedback clinics to offer different opportunities to engage with us.



Getting services to involve the public

Services need to understand the benefits of involving local people to help improve care for everyone.

We noticed a disconnect between complaints processes and our community's needs. We gathered feedback from people about their issues and have been liaising with complaints teams from local services to suggest improvements. To improve public understanding of complaints processes, we hosted an 'Ultimate Guide to Complaints' workshop with representatives from a local advocacy service and NHS Trust and social care complaints teams.



Tackling health inequalities

We have been working with mental health services and organisations to raise issues and influence improvements.

Studies show that people from Black African and Caribbean groups are more likely to suffer poor mental health and experience barriers to accessing mental health care. We have partnered with local organisations to facilitate opportunities for residents from these communities to voice their concerns and share their experiences of access issues. We plan to share the feedback with local mental health services to drive improvements.

Advice and information

If you feel lost and don't know where to turn, Healthwatch is here for you. In times of worry or stress, we can provide confidential support and free information to help you understand your options and get the help you need. Whether it's finding an NHS dentist, how to make a complaint or choosing a good care home for a loved one – you can count on us.

This year we helped people by:

- Listening to people's experiences of health and social care services.
- Sharing information and helping people to access the services they need.
- Escalating cases with the service provider when people are struggling to get a response.
- Collaborating with service providers to address patient's concerns on a system level.



Improving mental health services

Our local advocacy service, POhWER, came to us with some concerns about South London and Maudsley NHS Foundation Trust (SLaM) hospital. Three issues were raised relating to the complaints handling process, patient experience in inpatient wards and racial inequalities in the sectioning process. We are meeting regularly with POhWER and Healthwatch Lambeth to discuss these issues and we linked them with SLaM's Patient & Public Involvement team to collaborate on tackling these issues. We are also reviewing SLaM's improvement work including their new complaints process map to ensure these developments will effectively address the key issues identified. We will conduct Enter and View visits in SLaM's inpatient wards. This will give us an opportunity to observe the condition of the wards, gather patient and staff feedback and make recommendations to drive improvements.



Social care complaints support

At one of our outreach engagements, we met a resident who told us about their struggle to get a response to their care home complaint. For months, they had been continuously raising complaints in relation to health and safety and hygiene standards at Tower Bridge Home with the management team, without much success. The resident had reached a stage where they felt hopeless and defeated. We supported them by escalating the case with the Social Care Complaints Team from Southwark Council. The Complaints Team was helpful and followed up on the case, effectively taking over the management of the complaint. As we restart our Enter and View programme, we plan to prioritise a visit to the care home to review the agreed improvements.



Volunteers

We're supported by a team of amazing volunteers who are the heart of Healthwatch. Thanks to their efforts in the community, we're able to understand what is working and what needs improving in the NHS and social care.

This year our volunteers:

- Helped conduct research, carrying out surveys over the telephone and online.
- Supported database management, so we can provide reliable information to residents.
- Created a vital communication channel between public health Covid-19 guidelines and the community during months of pandemic.
- Assisted with our in-person community engagement activities.
- Facilitated wellbeing workshops to support residents during times of exceptional hardship for the community.



Adriana

"I joined hoping to improve my skills in research and work alongside a team with similar goals to mine- to improve health care quality and access. I contributed by interviewing residents of Southwark about their experience with accessing mental health services and their opinions on the effectiveness of GP practices. I have also been running monthly wellbeing workshops to help the local community with common wellbeing issues like improving confidence or boosting your mood."



Moosa

"Volunteering with Healthwatch has been instrumental in INTERIM's development. While the reports published by Healthwatch on the issue of long surgery wait times gave the service it's key focus area, participating in seminars, workshops and conversations as a volunteer gave me an opportunity to see the problem through the eyes of vulnerable users, community research groups and Community Health Ambassadors."



Isabella

"I volunteered as Content and Research Volunteer for the Community Health Ambassadors Network. During the pandemic, I wanted to feel a part of my local community and support in any way possible. I researched and provided messaging and support related to the pandemic while also understanding the needs and concerns from Ambassadors' communities in Southwark. It was a great opportunity to understand community health engagement!"



Do you feel inspired?

We are always on the lookout for new volunteers, so please get in touch today.



<https://www.healthwatchsouthwark.org/volunteer-us>



020 3848 6546



info@healthwatchsouthwark.org

Finance and future priorities

To help us carry out our work we receive funding from our local authority under the Health and Social Care Act 2012.

Income		Income	
Funding received from the local authority	£140,000	Staff costs	£130,303
Additional funding	£69,591	Operational costs	£53,683
		Support and administration	£25,504
Total income	£209,591	Total expenditure	£209,490

Top five priorities for 2022-23

1. Tackling health inequalities with a specific focus on the following:
 - Mental health within the Black African and Caribbean community.
 - Accessibility of health information for Latin American community.
2. Young People's Health: establishing a youth panel and getting young people more actively involved in health projects and decision making bodies.
3. Improving access to health and social care services for people with learning disabilities and autism.
4. Reviewing how can 'wait times' be better managed for elective care patients.
5. Understanding dental access issues in minority communities.

Next steps

- Our core focus will be to increase our community feedback capacity. This will be achieved by pursuing an active neighbourhood based community engagement approach and utilising our stakeholder partnership networks and volunteer reach in the different communities.
- Restarting our Enter and View Programme is a main priority. We are in the process of planning visits and have already engaged commissioners and stakeholders in discussions. We have also held Enter and View training and have developed volunteer capacity to undertake the visits in the coming months.
- In relation to our top 5 priority areas for 22-23, we are setting up Steering Groups for the different projects. The steering groups will be made up of community leaders, professionals and service users and will provide leadership direction, lead on coproducing project objectives and monitoring the outcomes of the project. This process will ensure our work has good governance and be accountable.

Statutory statements

About us

Healthwatch Southwark (Hosted by Community Southwark: www.communitysouthwark.org), 11 Market Place , Bermondsey, London SE16 3UQ

Healthwatch Southwark uses the Healthwatch Trademark when undertaking our statutory activities as covered by the licence agreement.



The way we work

Involvement of volunteers and lay people in our governance and decision-making.

Our Healthwatch Advisory Board (which was set up in 2021) consists of 8 members who work on a voluntary basis to provide direction, oversight and scrutiny to our activities. Our Advisory Board ensures that decisions about priority areas of work reflect the concerns and interests of our diverse local community. Through 2021/22 the Advisory Board met five times and made decisions on matters such as supporting the host organisation to retender for the Healthwatch contract successfully and also reviewing the organisational structures/ policies to demonstrate Healthwatch Southwark's effectiveness (Healthwatch England Quality Outcome Framework).

We ensure wider public involvement in deciding our work priorities and use various methods to do this. We undertake 'priorities surveys' to gather feedback on areas that we should focus on, we facilitate community and stakeholder workshops to discuss and agree priorities. We gather feedback from the community by organising focussed engagement events, we use intelligence from community feedback and signposting information to identify key themes/areas that we should prioritise on i.e. last year we received substantial community feedback around GP access issues, as a result we undertook a project to review GP access and made recommendations to improve services.

Methods and systems used across the year's work to obtain people's views and experience.

We use a wide range of approaches to ensure that as many people as possible have the opportunity to provide us with insight about their experience of health and care services. During 2021/22 we have been available by phone, by email, provided a webform on our website, attended virtual meetings of community groups and forums, provided our own virtual activities and engaged with the public through social media.

We are committed to taking additional steps to ensure we obtain the views of people from diverse backgrounds who are often not heard by health and care decision makers. This year we have done this by working with a travellers organisation called Southwark Travellers Action Group (STAG). As part of this work we explored health and social care concerns with the Gypsy, Roma, Traveller community and successfully supported Southwark Travellers Action Group (STAG) in their successful bid for National Lottery funding to undertake a project to improve access and to reduce barriers and discrimination within health and social care services for Gypsy, Roma, Traveller communities.

We ensure that this annual report is made available to as many members of the public and partner organisations as possible. We publish it on our website, circulate to our members, circulate to all key stakeholders i.e. CQC, NHS England, local NHS Trusts, Local Authority Committees/Commissioning Team, Clinical Commissioning Group, community organisations and local health and social care providers.

Responses to recommendations and requests

- All of the local health and social care providers that we engaged with responded to our requests for information and responded to recommendations made.
- This year, due to the COVID-19 pandemic, we did not make use of our Enter and View powers. Consequently, no recommendations or other actions resulted from this area of activity.
- There were no issues or recommendations escalated by our Healthwatch to Healthwatch England Committee and so no resulting special reviews or investigations.

Health and Wellbeing Board

Healthwatch Southwark is represented on the Southwark Health and Wellbeing Board by Shamsur Choudhury, Healthwatch Southwark Manager. During 2021/22 our representative has effectively carried out this role in the following ways:

- by attending quarterly meetings (online) as a full voting board member.
- raising local people's views/concerns on emerging issues in health and social care, i.e. we presented our report on local people experiences of health and social care during the pandemic (barriers, challenges faced and what was helping them).
- our Community Health Ambassadors Network work was presented to the Board and their good work was recognised in supporting the community.
- we presented information on Healthwatch Southwark(our role and remit) and suggested to the Health and Wellbeing Board how we can actively support their work i.e. present community feedback data, share patient stories.

2021-2022 Outcomes

Project / Activity Area	Impact
Mental Health Unmet Needs This project reviewed adult community mental health services.	South London and Maudsley NHS Foundation Trust have provided a formal response to our report, outlining specific developments that are underway to address the gaps in provision of adult mental health services we identified.
GP Access This project reviewed GP access in the post Covid-19 environment.	Better working relationships have been formed with the Primary Care Group, they have invited us to their 'Access Plan' meetings, which actively reviews access issues. We have also been actively supporting their engagement i.e. extended GP Hours and improving GP communication with patients.
Waiting Times Project (follow up work from previous year) This project looked at the implications of hospital waiting times on patients.	The findings were presented to many key stakeholders including the Borough Based Board and local NHS Trusts. The service providers have used the findings to inform their improvement programmes internally.



healthwatch

Southwark

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Item No. 11.	Classification: Open	Date: 12 October 2022	Meeting Name: Overview and Scrutiny Committee
Report title:		Work Programme 2022-23	
Ward(s) or groups affected:		N/a	
From:		Head of Scrutiny	

RECOMMENDATION

1. That the overview and scrutiny committee note the work programme as at 12 October 2022 attached as Appendix 1.

BACKGROUND INFORMATION

2. The terms of reference for the overview and scrutiny committee are:
 - a) to appoint commissions, agreeing the size, composition and terms of reference and to appoint chairs and vice chairs
 - b) to agree the annual work programme for OSC and the commissions
 - c) to consider requests from the cabinet and/or council assembly for scrutiny reviews
 - d) to exercise the right to call-in for reconsideration of executive decisions made but not yet implemented
 - e) to arrange for relevant functions in respect of health scrutiny to be exercised by an overview and scrutiny committee of another local authority where the council considers that another local authority would be better placed to undertake those relevant functions, and that local authority agrees to exercise those functions
 - f) if appropriate, to appoint a joint overview and scrutiny committee with two or more local authorities and arrange for the relevant functions of those authorities to be exercised by the joint committee
 - g) to periodically review overview and scrutiny procedures to ensure that the function is operating effectively
 - h) to report annually to all councillors on the previous year’s scrutiny activity
 - i) to scrutinise matters in respect of:
 - the council’s policy and budget framework
 - regeneration
 - human resources and the council’s role as an employer and corporate practice generally
 - customer access issues, including digital strategy, information

- technology and communications
 - the council's equalities and diversity programmes.
3. The work programme document lists those items which have been or are to be considered in line with the committee's terms of reference.

KEY ISSUES FOR CONSIDERATION

4. Set out in Appendix 1 (Work Programme) are the issues the overview and scrutiny committee is due to consider in the 2022-23 municipal year.
5. The work programme is a standing item on the overview and scrutiny committee agenda and enables the committee to consider, monitor and plan issues for consideration at each meeting.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Overview and Scrutiny Committee agenda and minutes	Southwark Council Website	Everton Roberts 020 7525 7221
Link: http://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=308		

APPENDICES

No.	Title
Appendix 1	Work Programme 2022-23

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Everton Roberts, Head of Scrutiny	
Version	Final	
Dated	4 October 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team	4 October 2022	

Overview and Scrutiny Committee Work Programme – 2022/23

Meeting	Agenda items	Comment
6 July 2022		
	<ul style="list-style-type: none"> <li data-bbox="566 499 1193 531">• New Chief Executive, Southwark Council 	Deferred due to ill health of chief executive.
	<ul style="list-style-type: none"> <li data-bbox="566 574 1193 646">• Overview and Scrutiny Committee and Commission Work Programmes 2022-23 	Initial work programmes for OSC and Commissions agreed
	<ul style="list-style-type: none"> <li data-bbox="566 691 1014 722">• Central London Bus Review 	<p data-bbox="1276 691 2004 754">The committee heard from TfL representatives and cabinet member.</p> <p data-bbox="1276 802 1960 866">Item to also be added to the agenda for the next meeting.</p>
12 October 2022		
	<ul style="list-style-type: none"> <li data-bbox="566 954 1193 986">• New Chief Executive, Southwark Council 	Deferred from July meeting [On agenda].
	<ul style="list-style-type: none"> <li data-bbox="566 1029 1104 1061">• Council Delivery Plan 2022 - 2026 	[On agenda].
	<ul style="list-style-type: none"> <li data-bbox="566 1104 1227 1176">• Climate Emergency – Performance against smart targets 	OSC requested quarterly update. Cabinet Member to be invited to meeting to provide an update (Cabinet Member attendance to be confirmed) [On agenda].
	<ul style="list-style-type: none"> <li data-bbox="566 1256 902 1287">• Cost of Living Crisis 	Areas requested to be covered: What support is the council providing? How does this compare with other local authorities? How many residents are being supported and where? How is support advertised?

Meeting	Agenda items	Comment
		<p>How is LBS working with partners on the cost of living emergency? What is the council specifically doing to reach out and provide support to the most vulnerable residents, with particular focus on those who are hard to reach?</p> <p>Allocation of funds arising from underspend in Climate Emergency</p> <p>Look at implementation of the 10 point plan agreed at Council Assembly (July 2022) – when would appropriate time be to look at this</p> <p>[On agenda]</p>
	<ul style="list-style-type: none"> Scrutiny Review of Regeneration in the Borough of Southwark – Cabinet Response Item included on the agenda for information only. 	<p>Cabinet response agreed at cabinet on 13 September. [On agenda]</p>
	<ul style="list-style-type: none"> Healthwatch Southwark Annual Report 2021/22 <p>Item to be included on agenda for information only.</p>	<p>[On agenda]</p>
	<ul style="list-style-type: none"> Work Programme 	<p>Reviewed at each meeting.</p>

Meeting	Agenda items	Comment
	<ul style="list-style-type: none"> Central London Bus Review 	Deferred to later date due to timing of TfL responses to consultations. TfL to be invited to 11 January OSC meeting by which time responses to consultations will have been confirmed.
30 November 2022		
	Items to be confirmed	
	<ul style="list-style-type: none"> Work Programme 	Reviewed at each meeting.
11 January 2023		
	<p>Initial Budget Scrutiny</p> <ul style="list-style-type: none"> Cabinet Member for Finance, Democracy and Digital Interview – initial discussion on budget including presentation on December Local Government Settlement 	
	<ul style="list-style-type: none"> Central London Bus Review 	TfL to be invited to the meeting.
	<ul style="list-style-type: none"> Work Programme 	Reviewed at each meeting.
23 January 2023		
	<ul style="list-style-type: none"> Annual budget Scrutiny 	Daytime meeting
24 January 2023		
	<ul style="list-style-type: none"> Budget Scrutiny – Formulation of OSC recommendations to cabinet 	
	<ul style="list-style-type: none"> Additional items to be added to agenda if required 	

Meeting	Agenda items	Comment
	<ul style="list-style-type: none"> Work Programme 	Reviewed at each meeting.
1 March 2023		
	<ul style="list-style-type: none"> Climate Emergency – Performance against smart targets 	Cabinet Member to be invited to meeting to provide an update
	<ul style="list-style-type: none"> Work Programme 	Reviewed at each meeting.
26 April 2023		
	<ul style="list-style-type: none"> Items to be confirmed 	Scrutiny reviews must be concluded by this date.

Items requiring scheduling

Meeting (tbc)	Agenda items	Comment
	<ul style="list-style-type: none"> Housing Revenue Account 	<p>Briefing on the Housing Revenue Account and proposed budget so that can properly scrutinise this during the budget setting process.</p> <p>Also deeper look this year as huge cost pressures in terms of materials and labour supplies, repairs, also lots of social landlords, council and housing associations looking at what to do with their rent increases over the coming year because they are all indexed to inflation, so potentially looking at a 11%</p>

		increase for council tenants. Also look at the campaign positions the council might be able to take.
	<ul style="list-style-type: none"> • Council Delivery Plan 2022 – 2026 (Performance Monitoring) 	
	<ul style="list-style-type: none"> • Climate Emergency – Performance against smart targets (Performance Monitoring) 	
	<ul style="list-style-type: none"> • Climate Emergency Fund (from a budget perspective) 	
	<ul style="list-style-type: none"> • Digital Strategy & Customer Access 	<p>Technology and digital inclusion strategy last agreed by cabinet and received by OSC in January 2022.</p> <p>Lib Dem note: How is the council ensuring that council services are accessible to all residents? What is the council doing to improve digital accessibility to all services particularly the most vulnerable?</p>
	<ul style="list-style-type: none"> • Equalities, Diversity & Inclusion Framework 	Southwark Equality Framework agreed by cabinet in July 2021. Noted but not discussed by OSC in July 2021.
	<ul style="list-style-type: none"> • Annual Workforce Strategy 	Usually considered by Cabinet – October or December
	<ul style="list-style-type: none"> • Regeneration Scrutiny – focus on individual schemes Old Kent Road, viability benchmarking, etc 	

	<ul style="list-style-type: none"> • Support for Southwark LGBTQ+ communities 	<p>What follow up has there been since the Southwark LGBT Network Report (OSC July 2020)? How is the council progressing LGBTQ+ equality in the borough? How are we tackling LGBTQ hate crimes and phobia (being picked by Housing and Community Safety Commission?)</p>
	<ul style="list-style-type: none"> • Cabinet Member Interviews <p>Cllr Kieron Williams, Leader of the Council</p> <p>Cllr Jasmine Ali, Children, Young People, Education and Refugees</p> <p>Cllr Evelyn Akoto, Health and Wellbeing</p> <p>Cllr Stephanie Cryan, Communities, Equalities and Finance</p> <p>Cllr Dora Dixon-Fyle, Community Safety</p> <p>Cllr James McAsh, Climate, Emergency and Sustainable Development</p> <p>Cllr Darren Merrill, Council Homes and Homelessness</p> <p>Cllr Catherine Rose, Leisure, Parks, Streets and Clean Air</p> <p>Cllr Martin Seaton, Jobs, Business and Town Centres</p>	<p>To be determined as and when appropriate</p>

OVERVIEW & SCRUTINY COMMITTEE

MUNICIPAL YEAR 22-23

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NOTE: Original held by Scrutiny Team; all amendments/queries to Everton Roberts Tel: 020 7525 7221

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