

# Cabinet

Monday 16 September 2024

1.30 pm

Rooms GO2A, B and C, Southwark Council, 160 Tooley Street, London  
SE1 2QH

## Membership

Councillor Kieron Williams (Chair)  
Councillor Jasmine Ali

Councillor Evelyn Akoto  
Councillor John Batteson

Councillor Stephanie Cryan

Councillor Helen Dennis

Councillor Natasha Ennin

Councillor Sarah King  
Councillor James McAsh

Councillor Portia Mwangangye

## Portfolio

Leader of the Council  
Deputy Leader and Cabinet Member for  
Children, Education and Refugees  
Cabinet Member for Health and Wellbeing  
Cabinet Member for Climate Emergency,  
Jobs and Business  
Cabinet Member for Equalities, Democracy  
and Finance  
Cabinet Member for New Homes and  
Sustainable Development  
Cabinet Member for Community Safety and  
Neighbourhoods  
Cabinet Member for Council Homes  
Cabinet Member for Clean Air, Streets and  
Waste  
Cabinet Member for Leisure, Parks, and  
Young People

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### Contact

Email: [paula.thornton@southwark.gov.uk](mailto:paula.thornton@southwark.gov.uk); [constitutional.team@southwark.gov.uk](mailto:constitutional.team@southwark.gov.uk)

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Members of the committee are summoned to attend this meeting

### Althea Loderick

Chief Executive

Date: 6 September 2024

# Cabinet

Monday 16 September 2024

1.30 pm

Rooms GO2A, B and C, Southwark Council, 160 Tooley Street, London SE1 2QH

## Order of Business

Item No.	Title	Page No.
	<b>PART A - OPEN BUSINESS</b>	
	<b>MOBILE PHONES</b>	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
1.	<b>APOLOGIES</b>	
	To receive any apologies for absence.	
2.	<b>NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT</b>	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	<b>NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED</b>	1
	To note the items specified which will be considered in a closed meeting.	
4.	<b>DISCLOSURE OF INTERESTS AND DISPENSATIONS</b>	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
5.	<b>MINUTES</b>	2 - 31
	To approve as a correct record the minute of the open section of the meeting held on 22 July 2024.	

Item No.	Title	Page No.
6.	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of public questions is midnight Tuesday 10 September 2024.	
7.	<b>DEPUTATION REQUESTS</b>	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Tuesday 10 September 2024.	
8.	<b>BOROUGH OF SANCTUARY FRAMEWORK AND SANCTUARY ACTION PLAN</b>	To follow
	To agree the Southwark Borough of Sanctuary Framework and action plan following the award of Sanctuary status.	
9.	<b>CLIMATE CHANGE STRATEGY ANNUAL REPORT AND PROGRESS ON THE CLIMATE ACTION PLAN FOR 2023-24</b>	32 - 86
	To consider an annual progress report on the highlights of delivery over the last year, supported by a full review and update of the climate action plan.	
10.	<b>FIRST CONSIDERATION OF THE STRENGTHENED BIODIVERSITY DUTY, ARISING FROM THE ENVIRONMENT ACT 2021</b>	87 - 115
	To approve the report as the council's statutory first consideration of the strengthened biodiversity duty.	
11.	<b>LOCAL FLOOD RISK MANAGEMENT STRATEGY</b>	116 - 124
	To approve the implementation of the updated local flood risk management strategy (LFRMS).	
12.	<b>ALLOCATION OF NEIGHBOURHOOD COMMUNITY INFRASTRUCTURE FUNDING</b>	To follow
	To approve the priorities and process for local community infrastructure levy funding allocation	

Item No.	Title	Page No.
13.	<b>POLICY AND RESOURCES: REVENUE MONITORING REPORT 2024-25</b>	125 - 144
	To note the forecast revenue out-turn position.	
14.	<b>TUSTIN ESTATE PHASE 2 COMPULSORY PURCHASE ORDER</b>	145 - 163
	To approve the compulsory purchase order strategy for Tustin Estate Phase 2 Regeneration.	
15.	<b>GATEWAY 1 HOUSING – PROCUREMENT SUPPORT AND SUPPLY CHAIN MANAGEMENT SYSTEM</b>	164 - 183
	To approve the procurement strategy of a direct award from the procurement for housing’s social housing emerging disruptors framework to Plentific Ltd. for their supply chain and procurement management solution platform dynamic purchasing system.	
16.	<b>MOTIONS REFERRED FROM COUNCIL ASSEMBLY</b>	184 - 196
	To consider the following motions referred from council assembly July meeting as follows:	
	<ul style="list-style-type: none"> <li>• Renewing our borough: a strategy for building the homes and infrastructure we need</li> <li>• Declaring a Housing Emergency</li> <li>• Debate not Hate</li> <li>• Ending the Lower Road chaos.</li> </ul>	
17.	<b>APPOINTMENTS TO OUTSIDE BODIES 2024-25 - SOUTHWARK AND LAMBETH ARCHAEOLOGICAL EXCAVATION COMMITTEE (DEPUTY) POSITION</b>	197 - 199
	To agree an appointment to a vacancy for the deputy position for the Southwark and Southwark and Lambeth Archaeological Excavation Committee.	
	<b>DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING</b>	



**EXCLUSION OF PRESS AND PUBLIC**

The following items are included on the closed section of the agenda. The Proper Officer has decided that the papers should not be circulated to the press and public since they reveal confidential or exempt information as specified in paragraphs 1-7, Access to Information Procedure Rules of the Constitution. The specific paragraph is indicated in the case of exempt information.

The following motion should be moved, seconded and approved if the cabinet wishes to exclude the press and public to deal with reports revealing exempt information:

“That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1-7, Access to Information Procedure Rules of the Constitution.”

**PART B - CLOSED BUSINESS****18. MINUTES**

200 - 204

To approve as a correct record the closed minutes of the meeting held on 22 July 2024.

**19. GATEWAY 1 HOUSING – PROCUREMENT SUPPORT AND SUPPLY CHAIN MANAGEMENT SYSTEM**

205 - 215

**DISCUSSION OF ANY OTHER CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT**

Date: 5 September 2024

**NOTIFICATION OF CLOSED BUSINESS FOR URGENT CONSIDERATION  
 BY AN EXECUTIVE DECISION MAKING BODY**

The required 28 days notice relating to a decision likely to be considered in closed session has not been given on the forward plan in respect of the decision detailed in this document. The matter is considered to be urgent and cannot be reasonably deferred for a further 28 days to enable the required notice to be given. Details of the issue are set out below.

Note: This notice applies to meetings of the cabinet, cabinet committee or community councils considering an executive function.

**DECISION MAKER**

**Name of decision maker:** Cabinet

**Date of meeting:** 16 September 2024

**LEAD OFFICER DETAILS**

**Name and contact details:** Hakeem Osinaike  
 Email: Hakeem.Osinaike@southwark.gov.uk

**DETAILS OF THE REPORT**

*Title and brief description of the nature of the business to be considered:*

**GW1 Housing – Procurement Support and Supply Chain Management System**

Decision for a direct award to Plentific – end to end platform for award, allocation and management of contracted works by Southwark Repairs.

*What is the potential cost to the council if the decision is delayed?*

The financial cost if this decision is delayed has the potential to be very high. Currently the majority of the contractors being used to undertake works do not have an in date contract with the authority. This presents a compliance risk. The Council also needs to ensure that we are awarding contracts based on value for money, the Plentific platform allows contracts to be awarded on an order by order basis

*How long has the department known the decision required a closed report?*

Week commencing 12 August 2024

**Paula Thornton**  
**For Proper Constitutional Officer**  
**Dated: 5 September 2024**



## Cabinet

MINUTES of the OPEN section of the Cabinet held on Monday 22 July 2024 at the Council Offices, 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Kieron Williams (Chair)  
Councillor Evelyn Akoto  
Councillor John Batterson  
Councillor Stephanie Cryan  
Councillor Helen Dennis  
Councillor Natasha Ennin  
Councillor Sarah King  
Councillor Portia Mwangangye

### 1. APOLOGIES

Apologies for absence were received from Councillors Jasmine Ali and James McAsh.

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

There were none.

### 3. NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED

There were none.

### 4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were none.

## 5. MINUTES

### RESOLVED:

That the minutes of the meeting held on 17 June 2024 be approved as a correct record and signed by the chair.

## 6. PUBLIC QUESTION TIME (15 MINUTES)

There were none.

## 7. DEPUTATION REQUESTS

The report had not been circulated five clear days in advance of the meeting. The chair agreed to accept this item as urgent (the request had been received in line with the council's constitutional deadline for the receipt of deputation requests).

### RESOLVED:

1. That the deputation request from AGE UK London Loos campaign be heard.
2. Representatives from the deputation addressed cabinet for a total of five minutes and questions were asked of the deputations for a period of five minutes.
3. Councillor Kieron Williams, leader of the council gave a commitment to develop a Southwark publicly accessible toilet plan, to come back to a future cabinet meeting, working in partnership with the deputation.

## 8. AYLESBURY ESTATE UPDATE - CURRENT PHASES

The following representatives from the Aylesbury addressed cabinet to highlight several issues and comments:

- Jean Bartlett, resident and involved in regeneration of estate for many years
- Barbara Cole, chair of Aylesbury tenants and residents' association
- Harry Matthews, chair of Thurlow Lodge tenants and residents' association.

Councillor Helen Dennis, cabinet member for new homes and sustainable development advised that the last line of the second paragraph of her foreword should follow through to the next paragraph (currently a line break).

### RESOLVED:

That the following be approved:

1. The re-profiling of £20.4m of previously approved spend for the project, for years 2024-27.
2. The re-profiled expenditure of an estimated £1,215,000 (based on the current policy allowance of £8,100 per household, from October 2023) and £112,500 for approximately 150 secure tenants as discretionary payment for those who may move to the First Development Site B (FDS B). The calculations for which are set out in paragraph 37 of the report.
3. The expenditure of approximately £351,000 (based on the previous policy allowance for homeloss payment of £7,800 per household) as a discretionary back payment to 45 secure tenants who have moved from Phase 4 to First Development Site (FDS A), in line with the approval in recommendation 2 of the report.
4. The expenditure of approximately £427,500 for homeloss and disturbance payments to secure tenants in Phases 2b, C and 3 which have decant status, be paid from the existing, approved leasehold budget.
5. The termination of the agreement with Creation Trust Southwark community interest company (CIC).
6. The appointment of specialist consultants to undertake negotiations on the purchase of commercial units to provide vacant possession to the developer and where possible avoid the establishment being taken forward in any future compulsory purchase orders.
7. The delegation of authority to activate Phase 4 as a decant phase to the managing director of Southwark Construction, in consultation with the strategic director of housing, the leader and relevant cabinet members, should this become necessary to accelerate the building programme.
8. The delegation of authority to negotiate and approve any proposal for a variation of the development partnership agreement with the developer for the purpose of enabling the delivery of Phase 2b, to the managing director of Southwark Construction, in consultation with the strategic director of housing, the strategic director of finance, the leader and relevant cabinet members for expediency purposes to prevent any delays in progressing the phase.
9. The delegation of authority to the managing director of Southwark Construction in consultation with the strategic director of housing, the leader and relevant cabinet members, to give them the ability to commission any surveys and investigations that may be applicable or in the council's interest to understand market conditions that may impact or influence the deliverability of the regeneration programme.
10. The delegation of authority to the director of planning and growth and the

managing director of Southwark Construction, to give them the ability to offer an alternative solution for the purchase of leasehold properties within Phase 2b, up to the value of £450,000 which; may fall outside the general policy and be outside of the borough for estate regeneration schemes as required to secure vacant possession.

## 9. SOUTHWARK 2030 - PUBLICATION

### RESOLVED:

1. That the Southwark 2030 strategy (Appendix 1 of the report) be approved.
2. That the following work will be undertaken to take forward the delivery of the strategy and request that each of these documents comes back to cabinet for agreement:
  - A Southwark 2030 partnership action plan to set the key actions that partners in Southwark (including the council, NHS, police and voluntary, community, business, education and cultural sectors) will take forward together to deliver the strategy (in autumn 2024)
  - A Southwark 2030 outcomes framework, to set out the shared success measures that the council and our partners will use to track our impact in delivering the strategy (in autumn 2024).
  - An updated council delivery plan (in autumn 2024).
  - An update of the council's capital programme (in autumn 2024).
  - An update of the council's procurement framework (in early 2025).

## 10. SOUTHWARK LAND COMMISSION

Councillor Helen Dennis, cabinet member for new homes and sustainable development confirmed several updates to the report/appendices as follows:

- That the final paragraph of Appendix 1 should read:

*We will continue to lobby on key issues - especially the abolition of Right to Buy; the prioritisation of social rent housing and a reformed Compulsory Purchase Order process. Southwark is already taking a leading role in advocacy around the future of council housing. We will also work with partner organisations, including London Councils, the LGA and the Southwark Land Partnership to achieve our goals in response to a fast-changing policy and political environment.*

The paragraph which currently starts: "The reason why this is shown...." will be deleted.

- Paragraph 12 of the cabinet report and Appendix 1, page 7: reference to pilot

sites and widening participation. Add the word 'potential' to Thorburn Square.

**RESOLVED:**

1. That the series of actions set out the council's draft response to the Southwark Land Commission report set out in Appendix 1 and the action plan set out in Appendix 2 of the report be agreed.
2. That the finalisation of the wording and design of the council's draft response to the Southwark Land Commission report prior to publication be delegated to the cabinet member for new homes and sustainable development.
3. That the terms of reference and membership of the Southwark Land Partnership be delegated to the cabinet member for new homes and sustainable development.

**11. SOUTHWARK'S NEW HOMES UPDATE**

**RESOLVED:**

1. That the update position on the council new homes delivery programme along with the achievements to date be noted.
2. That it be noted that the report sits alongside the gateway 1 Southwark construction new homes programme 2022-2026 procurement strategy which sets out the delivery route for the next portion of the council homes programme.

**12. GATEWAY 1 - SOUTHWARK CONSTRUCTION NEW HOMES PROGRAMME 2022-2026 PROCUREMENT STRATEGY**

**RESOLVED:**

**Decisions by the Cabinet**

1. That the procurement strategy, as detailed in paragraphs 51 to 119 of the report to appoint development partners for mixed tenure housing schemes, including council homes and key worker homes, across at least two lots for use until 31 March 2031 be approved, using the following routes in line with the council's contract standing orders (CSO) which includes:
  - a. A restricted procurement strategy or competitive dialogue, compliant with procurement regulations, in line with the Public Contract Regulations (PCR) (2015) or Procurement Act (PA) (2023), is adopted as set out in paragraphs 53 to 70 of the report to award development agreements for at least two lots of new homes packages.

- b. In lieu of a payment for the land, a pre-determined policy compliant percentage of affordable housing, including council homes and key worker homes, would be returned to the council upon completion reflecting our investment and scheme viability with the developer partner retaining the private housing, under a long lease term of up to 999 years. Other benefits, financial or otherwise may be received in addition subject to scheme feasibility and viability.
2. That it be noted that this report affords the council a route to market by leveraging its land holdings and utilising Greater London Authority (GLA) Affordable Housing Programme Grant and other potential grant sources, such that the council can present an attractive package of opportunities to the market, in return for the delivery of new affordable homes and potentially other benefits.
3. That it be noted the failure to make decisions on this programme in a timely fashion will hinder the ability of the council to meet target start on site dates, set by the GLA Affordable Housing Programme, which in turn would threaten a potential allocation to the council of over £116m.
4. That it be noted subject to the performance of the development partnership, and at the discretion of the council, further sites could be added in the future (up to 2031) which would be subject to separate approval via individual decision making (IDM).
5. That it be noted that the development agreements will include procurement of works to deliver new homes in lieu of land payment and include lease arrangements as set out in paragraphs 162 to 168e of the report.
6. That it be noted that the initiation of the procurement exercise outlined in this gateway (GW) 1 report and the financial position throughout all milestones, is subject to the approval of the feasibility budget by housing revenue account (HRA) recovery board and the strategic director of finance.

### **Decisions by the Leader of the Council**

7. That the final approval via individual decision making (IDM) be delegated to the cabinet member for new homes and sustainable development, in consultation with the strategic director of housing, the strategic director of finance and the strategic director of planning and growth, to agree the lotting strategy (including consideration for a portfolio approach), and subsequent approval of the final package of sites within the new homes packages on completion of the site due diligence exercise detailed in paragraphs 22 to 28 of the report; the delegation is subject to the sites meeting the selection criteria set out in paragraphs 24 and 36 of the



report and on the basis that there are clear exit routes pre-contract and post-contract.

8. That the final approval for the preferred procurement route for at least two outlined lots in recommendation (a) be delegated to the cabinet member for new homes and sustainable development, in consultation with the strategic director of housing, the strategic director of finance and the strategic director of planning and growth, with the further sites added in the future (up to 2031) at the discretion of the council and subject to a further IDM approval.
9. That the gateway (GW) 2 contract award decision, through one of the procurement options outlined in recommendation 1a and inclusive of the approval to divest the land for the lease, disposal or acquisition (where required), and only where award is at no additional cost to the council, be delegated to the cabinet member for new homes and sustainable development, in consultation with the strategic director of housing, the strategic director of finance, and the strategic director of planning and growth, for programmatic reasons which are set out in paragraph 89 to 92 of the report.
10. That the disposal of land (including grant of leases) and acquisition of land (if there is to be any sub-lease back to the council of affordable units and other space) be delegated to the cabinet member for new homes and sustainable development in consultation with the strategic director of housing, the strategic director of finance, and the head of property.

**13. 177 ABBEY STREET, SE1, KEY WORKER HOUSING AND COMMUNITY FACILITY, GATEWAY 1 DEVELOPMENT PARTNER PROCUREMENT VIA PAGABO FRAMEWORK**

**RESOLVED:**

1. That the strategy outlined in the report to procure a development partner (DP), via the Pagabo Framework, to deliver, via a development agreement (DA) for a development at 177 Abbey Street, comprising the delivery of circa 100 keyworker housing (KWH) units and a community facility, and to undertake the management and maintenance of the building and the administration of the KWH lettings for a lease period of 40 years be approved.
2. That the council underwriting 50% of the preferred bidder's costs for the pre-development agreement (PDA) period, to a capped maximum £750k, payable only in the event of unsuccessful PDA outcomes (failure to achieve planning) from the regeneration and development fund reserves, general fund, and not payable in the event of the preferred bidder choosing to withdraw be approved.

3. That the gateway (GW2) decision to award to the pre-development agreement to the preferred bidder be delegated to the strategic director of finance in consultation with the head of property and the cabinet member for new homes and sustainable development.
4. That it be noted that the council will enter into a development agreement with the preferred development partner, upon successful completion of the pre-development agreement outcomes, comprising planning consent and conclusion of the detailed negotiations and estimated to take a period of between nine and 12 months.
5. That the award of the development agreement, disposal of land and acquisition of land, and other appropriate documentation (including the granting of a lease over the council's land for a 40-year period, an agreement for lease, and scope to grant a new lease beyond the initial lease period), be under delegated authority to the strategic director of finance in consultation with the head of property and the cabinet member for new homes and sustainable development be approved.
6. That the cost of the use of the Pagabo framework, payable upon successful conclusion of the development agreement, anticipated to be £95k (of which £75K at signing of the development agreement plus 1% of the pre-development agreement costs, circa £20k be approved.
7. That the decision with regards to any changes in the funding strategy (currently grant funding) be delegated to the strategic director of finance.

#### **14. AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

##### **RESOLVED:**

1. That the affordable housing supplementary planning document (SPD) be agreed for public consultation.
2. That the consultation plan and supporting documentation be noted.

#### **15. HOUSEHOLDER SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

##### **RESOLVED:**

1. That the householder development supplementary planning document (SPD) be agreed for public consultation.
2. That the consultation plan and supporting documentation be noted.

**16. CLIMATE AND ENVIRONMENT SUPPLEMENTARY PLANNING DOCUMENT (SPD)****RESOLVED:**

1. That the climate and environment supplementary planning document (SPD) be agreed for public consultation.
2. That the consultation plan and supporting documentation be noted.

**17. PECKHAM STATION UPGRADE: CONTRIBUTION TO DOVEDALE COURT ENTRANCE****RESOLVED:**

1. That a contribution £1m as match funding from strategic community infrastructure levy funding to Network Rail for the construction of new public realm to the rear of Peckham Rye Station in Dovedale Court to accommodate the current overcrowding and future increase in passenger flows generated by development and growth in this part of the borough be agreed.
2. That authority be delegated to the strategic director of finance to finalise a contractual agreement with Network Rail on this basis.

**18. ELEPHANT AND CASTLE TOWN CENTRE – COMPULSORY PURCHASE ORDER UPDATE****RESOLVED:**

1. That the submission by the council of a Supplementary Statement of Case for the compulsory purchase order (CPO) which will reflect the proposed amendments to the West Site of the scheme as outlined in the report be endorsed and that the CPO should be promoted on this basis.
2. That it be noted that further planning permission may be sought (to the extent required) for the East Site Phase 2 element of the scheme as set out in the report, and that this will also be referred to in the Supplementary Statement of Case.
3. That the director of planning and growth be authorised on behalf of the council to take all necessary, ancillary or incidental steps to give effect to the recommendations in the report.

**19. GATEWAY 1 PROCUREMENT STRATEGY FOR DELIVERY OF 0-19 COMMUNITY PUBLIC HEALTH SERVICES**

**RESOLVED:**

1. That the procurement strategy for delivery of 0-19 children's community public health services of single supplier negotiation with Guy's and St Thomas' NHS Foundation Trust to agree to a contract for an initial period of two years and six months from 1 October 2024 with an option to extend for two years be approved.
2. That the approval of the award of the contract, following the completion of the negotiation, be delegated to the strategic director for children and adult services, in consultation with the cabinet member for health and wellbeing.
3. That it be noted that the total estimated maximum figure for the contract is £6.8M per annum, or £30.5M over the term of the contract if the option for extension is exercised.

**20. POLICY AND RESOURCES: FINANCIAL REMIT REPORT**

**RESOLVED:**

1. That the three-year medium term financial strategy (MTFS) agreed by council assembly in February 2024 be noted.
2. That the new general fund revenue budget process for 2025-26 be noted.
3. That the new capital governance process for new capital bids be noted.
4. That the focus on the financial sustainability of the housing revenue account (HRA) be noted.

**21. POLICY AND RESOURCES: CAPITAL OUTTURN REPORT 2023-24**

**RESOLVED:**

1. That the outturn and resources for 2023-24 and future years for both the general fund and housing investment programmes as detailed in Appendices A and C of the report be noted.
2. That the borrowing requirement of £375m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A of the report be noted.
3. That the borrowing requirement of £831m for the housing investment

programme to be fully delivered over the remaining term of the programme, as detailed in Appendix C of the report be noted.

4. That the virements and variations to the general fund and housing investment capital programme as detailed in Appendix D of the report be approved.

## **22. POLICY AND RESOURCES: OUTTURN REVENUE MONITORING REPORT 2023-24**

### **RESOLVED:**

1. That the interdepartmental budget movements that exceed £275k, as shown in Appendix 1 of the report be approved.
2. That the housing revenue account (HRA) overspend of £16.4m and the mitigating actions, including additional borrowing required for asset management be noted.
3. That the utilisation of the £4m contingency together with £1.4m of risk reserve to offset the overall adverse variance and present a balanced general fund outturn position for 2023-24 be noted.
4. That the key adverse variations and budget pressures and mitigating actions underlying the outturn position be noted:
  - (i) Housing revenue account (paragraphs 13-28 of the report)
  - (ii) Home to school transport (paragraph 45 of the report)
  - (iii) Pressures in the No Recourse to Public Funds (NRPF) (paragraph 58 of the report)
  - (iv) The continuing budget pressures on temporary accommodation (paragraphs 75-76 of the report).
5. That the interdepartmental general fund budget movements that are less than £275k as shown in Appendix 1 of the report be noted.
6. That the positive variance of £1.98m in the ring-fenced dedicated schools grant (DSG) reducing the overall deficit to £9m as at 31 March 2024 (paragraph 47 of the report) be noted.

## **23. HOUSING DEPARTMENT SENIOR MANAGEMENT STRUCTURE**

### **RESOLVED:**

1. That the creation of a new director of housing needs and support be noted.
2. That the deletion of an existing, vacant senior management post, the director of major estates, meaning the creation of the new director post is not an

additional cost be noted.

3. That the proposal to create a new assistant director of planned maintenance be noted.
4. That it be noted that the proposal to delete an existing senior management post, senior strategic business manager, meaning the creation of the new assistant director post is largely offset by the saving achieved from deleting the senior strategic business manager post.
5. That it be noted that proposals in the report directly affect a small number of employees and are therefore subject to consultation with those employees and their trade union representatives.
6. That authority be delegated to the strategic director of housing, to finalise and implement the proposed changes once consultation with directly affected employees and their trade union representatives has been completed and all consultation responses have been taken into account.

#### **24. BOROUGH GENERIC EMERGENCY PLAN AND CORPORATE BUSINESS CONTINUITY PLANS 2024**

##### **RESOLVED:**

1. That that the annual review of the generic borough emergency plan with the understanding that further lessons from incidents and exercises will continue to be incorporated into future learning and planning be agreed.
2. That updated councillor briefing sessions are put in place to inform both existing and new councillors of their role in emergency planning and to inform future development of incident management.
3. That it be noted that the council's emergency arrangements will continue to be guided by pan-London resilience standards and approach, including any ongoing arrangements resulting from the review of the national COVID-19 response and other enquires such as phase two of the Grenfell enquiry.

#### **25. REPORT OF THE HEALTH AND SOCIAL CARE SCRUTINY COMMISSION - ACCESS TO TOILETS**

##### **RESOLVED:**

1. That the recommendations of the health and social care scrutiny commission: access to toilets scrutiny review report, Appendix A, as set out on page 3 – 5 of the report be noted.

2. That the recommendations from the commission be considered and that the relevant cabinet member reports back to cabinet on the recommendations, as set in the report.

**26. REPORT OF THE ENVIRONMENT SCRUTINY COMMISSION - SUSTAINABLE FREIGHT**

**RESOLVED:**

1. That the recommendations of the environment scrutiny commission: sustainable freight scrutiny review report, Appendix A, as set out on page 4 – 6 of the report be noted.
2. That the recommendations be considered from the commission and that the relevant cabinet member reports back to cabinet on the recommendations, as set out in the report.

**27. REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION - SCHOOL AMALGAMATIONS AND CLOSURES**

**RESOLVED:**

1. That the recommendations from the education and local economy scrutiny commission arising from the scrutiny review of school amalgamation and closures in the London Borough of Southwark, paragraphs 13 to 27 of the report be noted.
2. That the recommendations from the education and local economy scrutiny commission be considered and that the relevant cabinet member reports back to cabinet within eight weeks.

**28. REPORT OF THE HOUSING, COMMUNITY SAFETY AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION - REVIEW OF HOUSING ALLOCATIONS, HOMELESSNESS AND HEATING AND HOT WATER OUTAGES AND POLICING IN SOUTHWARK**

**RESOLVED:**

1. That the recommendations from the housing, community safety and community engagement scrutiny commission arising from the scrutiny review of housing allocations, homelessness, and heating and hot water outages, fire safety and policing in the Borough of Southwark, paragraphs 16 to 30 be noted.
2. That the relevant cabinet member reports back to cabinet on the recommendations within eight weeks.

**29. REPORT OF THE EDUCATION AND LOCAL ECONOMY SCRUTINY COMMISSION - COMMUNITY WEALTH BUILDING YOUTH EMPLOYMENT**

**RESOLVED:**

1. That the recommendations from the education and local economy scrutiny commission arising from the scrutiny review on community wealth building and employment in the London Borough of Southwark, paragraphs 10 to 16 of the report be noted.
2. That the recommendations from the education and local economy scrutiny commission be considered and that the relevant cabinet member reports back to cabinet within eight weeks.

**30. MOTIONS REFERRED FROM COUNCIL ASSEMBLY**

**RESOLVED:**

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

**Southwark 2030: a proud history and a vibrant future: harnessing all of the strengths of our borough to deliver opportunity for all**

**Notes**

Southwark is a truly remarkable place. Our borough's success builds on our rich history. For centuries, Southwark has been a centre of diversity, creativity and innovation. We have much to be proud of, and every reason to have high ambitions for the decades ahead.

To continue to achieve those ambitions we must unite our community with common cause in delivering the future to which we aspire. That is why the council is working with the people and organisations of our borough to agree our shared Southwark 2030 plan. Thousands of Southwark residents and hundreds of Southwark organisations have already been involved in shaping this plan. This work is ensuring that we agree the right shared goals for the future of our borough.

Our greatest strength is the people of our borough, and the plan will therefore at its core be one that unlocks their potential. For centuries, people from across Britain and around the world have been drawn to Southwark to work, to study and make this borough their home. From the first Roman and Anglo Saxon settlers, to Flemish weavers in the fourteenth century, Dutch pottery makers in the sixteenth century and Irish labourers in the eighteenth century, to the Windrush generation from the Caribbean and Commonwealth, people from across Africa, South



America, Europe and China, alongside many more people from around the world and across our country, generation after generation, have brought new ideas and cultures that have come together to make Southwark one of the most diverse and creative places in the world. Our Southwark 2030 plan will draw on all of the talent in our community to deliver the change our borough needs.

To achieve the true potential of Southwark we need to unite the people and organisations of our borough with common purpose in delivering the big changes that our community need. That is why our Southwark 2030 plan will be one jointly owned and agreed, not just by the council as the democratic leadership of the borough, but also by our wider community, public services, business, education and cultural sectors. A shared plan setting out our shared ambitions and commitment to deliver them, together with our brilliant schools and universities, our world leading hospitals, innovative businesses and vibrant voluntary, community, faith, arts and cultural sectors all playing their part.

We have many successes to build on. In the last 14 years, Southwark has achieved so much, in very hard times. Working with the community to deliver what Southwark residents want, despite huge funding pressures imposed on local public services, including the council, schools, and our NHS, from Liberal Democrat and Conservative governments.

To give just a few examples of our successes, over recent years we have:

- **Transformed our schools**, from being some of the worst in the country to being some of the best, with 98% now rated as Good or Outstanding. Our schools also have a nationally leading offer of free healthy school meals and mental health support.
- **Created thousands of good jobs**, and supported thousands of Southwark residents into them, with the number of jobs in our borough at a record high, our employment rate lifted from below the London and national average to above both, and more apprenticeships created than any other London borough.
- **Built more council and social rent homes than any other council**, with over 3,000 new council homes built or under construction and more social rent homes started than any other borough in the country since 2015.
- **Delivered new and better parks, libraries, leisure centres and theatres**, opening six new libraries since 2010, new leisure centres and parks opened and under construction at Elephant and Castle and Canada Water, millions of pounds invested in our existing parks including the complete transformation of Burgess Park, and seven new theatres opened across our borough.

The Southwark 2030 plan will build on these successes and the many others our community and Labour run council are already delivering together.

In an ever-changing national and global political environment, we must continue to raise our ambitions for our borough, making sure we are the driving force behind what happens to Southwark and the people that live, work and study here.

Last year the council embarked on Southwark 2030, to outline a shared vision for the borough, developed by people who live, work, and study in Southwark.

The development of the plan is being undertaken collaboratively with our borough community. Over 5,000 people have been involved a programme of engagement through our Social Life, Life After Covid and Southwark 2030 involvement processes.

The Southwark 2030 engagement plan has been co-designed with local community groups and public sector partners. The comprehensive approach has reached a full range of Southwark residents. Including in-depth conversations with people who live, work, study and visit the borough, held in local venues across the borough. Thirty listening events hosted by a wide range of local community and voluntary groups, organised to reach residents who are often less heard, including events hosted by women's, older people's, LGBTQ+, migrants, parents, youth, disability and religious groups. Representative surveys of Southwark residents on their aspirations for their families and our borough. Decision at empowering ward forums. Work with schools and youth groups to hear the views of children and young people.

With local groups and organisations also given the opportunity to drive the direction of the Strategy and partners from the voluntary sector, NHS, schools universities, Police and cultural institutions activity engaged throughout.

During the consultation process residents have shared the things they love about Southwark: our vibrant and diverse culture, our fantastic schools, our drive to deliver good quality housing, our thriving small business and town centres, our green spaces and our accessible leisure centres.

We also learned about the priorities that people in Southwark want to see progress; even more and better affordable homes, reducing anti-social behaviour, increased access to the mental health support, creating cleaner air, extra chances to gain good jobs and skills, increased opportunities for young people and making sure everyone feel part of a community.

Southwark 2030 will build on what residents have told us, and ensure we have a shared plan focused on delivering on the goals that matter to our residents, ensuring:

- Children can flourish
- People can have good homes, that they can afford
- Our borough is safe
- We improve health and especially mental health
- There are good jobs for Southwark residents

- Our environment is clean and healthy
- Our neighbourhoods are great places to live.

Above all the plan will focus on closing the gaps across our community in each of the above areas. Because whilst our borough, city and country are full of opportunity, the gaps across our society means too many people in Britain today are being left behind. In Southwark, we are determined to lead in the way in closing that gap.

The work in these areas will be guided by overarching principle to guide our borough's plan between now and 2030:

- Reducing inequality
- Investing in prevention
- Empowering people.

**Southwark 2030: a proud history and a vibrant future: harnessing all of the strengths of our borough to deliver opportunity for all.**

1. Council assembly resolves to:
  - a. Thank everyone who was involved in the engagement process so far across our community and voluntary, public, business, education and cultural sectors.
2. Council assembly asks cabinet to:
  - a. Finalise and agree our Southwark 2030 Plan. This plan should deliver on the priorities of our community, including those set out above, and be developed in partnership with residents and organisations of our borough.
  - b. Establish a new partnership structure with local public services, anchor organisations and key businesses to ensure that they are part of delivering this vision.
  - c. Utilise this partnership to develop and agree actions that focus on the transformation changes we want to make together as we look to the future.
  - d. Allocate the Southwark 2030 fund towards delivering that plan, ensuring the funding is used to deliver on these priorities.
  - e. Put in place annual reporting on the progress in delivering the plan, and the goals within it.

## Back the Bakerloo Line Extension

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

1. Council Assembly believes:
  - a. The Bakerloo Line Upgrade and Extension will deliver for people and businesses across our city and country, creating a more connected, productive and sustainable city and supporting the national economic growth our country needs.
  - b. The Bakerloo Line is an iconic part of the Underground, and a vital piece of economic infrastructure with 920,000 jobs – one in six in London – within a 12-minute walk of a station.
  - c. The Bakerloo Line Upgrade and Extension would have a transformational impact on London, by:
    - i. Boosting the economy:
      - Supporting 150,000 jobs in total, including nearly 10,000 directly
      - Creating 190,000 sqm of new commercial floorspace,
      - Generating £1.5bn of GVA per year
    - ii. Tackling the housing crisis:
      - Supporting 107,000 homes along the entire line
      - This includes unlocking 20,400 new homes as a direct result of the extension
    - iii. Greening our transport network:
      - Creating 150,000 additional public transport trips
      - 20,800 fewer car trips daily
      - Improving connectivity, with travel time from Old Kent Road to Oxford Circus cut by nearly two thirds from 38 minutes to 13 minutes;
2. Council Assembly notes:
  - a. The recent major construction milestone with a “bottoming out” ceremony for the new integrated ticket hall at Elephant and Castle’s Northern line tube station. The ITH will serve as the primary entrance to the Northern Line and represents the first piece of substantial infrastructure to support the proposed Bakerloo Line extension
  - b. Over the last decade, the council has invested over £70m into the Elephant & Castle tube upgrade, providing a new step-free station and integrating the Northern line with the Bakerloo Line and its anticipated extension.

- c. That the Mayor of London, and the Deputy Mayor for Transport, have offered their vocal support for the Bakerloo Line Extension.
  - d. Southwark's Cabinet have just agreed an allocation of Strategic CIL of £350,000 towards the Elephant and Castle over-ground station and £250,000 towards the Bakerloo Line Extension.
  - e. The Bakerloo Line Extension now has support from numerous Councils across London and the Leader of the Council Kieron Williams has been a key voice in rallying and securing this support.
  - f. The Bakerloo Line Extension is vital to delivering new homes, jobs and green spaces in the Old Kent Road Opportunity Area – 20,000 new homes in total, which are much needed given the current housing crisis.
  - g. That Southwark has an impressive record of affordable housing delivery along the Old Kent Road. Of the 3,333 homes already delivered or on site there, over 50% are affordable. The Bakerloo Line Extension would enable us to deliver many more genuinely affordable homes that Southwark residents need.
  - h. The Bakerloo Line Upgrade and Extension cannot happen without more support from government. Transport for London (TfL) has succeeded in boosting passenger numbers and restoring finances after the devastating impact of the pandemic. However, as with all major transport networks, TfL will need ongoing support with capital funding to maintain the network and invest in future growth.
  - i. The Government announced a short sighted and insufficient one-year capital investment deal for TfL in December. However, this provides only £250m next year, half the £500m to £600m TfL requires annually from government to meet its capital needs.
3. Council Assembly resolves to:
- a. Continue to campaign for the Bakerloo line extension working with TfL, the Mayor of London, councils across London and our wider community
  - b. Work with the Mayor of London to continue to deliver major upgrades to the transport network in Southwark to deliver for Southwark Residents including through increased bus capacity, including a Bakerloo Bus, on the Old Kent Road.
  - c. Ask the Cabinet to produce a new piece of work outlining a path to secure the necessary funding from government that would see the

BLE come to fruition

- d. Ensure there is continued investment from Southwark's Strategic Community Infrastructure Levy into the Bakerloo line extension
- e. After the Mayoral election in May, call on the newly elected Mayor of London to back the Bakerloo line extension.

### **A Fair Deal for Housing in Southwark**

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

1. Council Assembly notes the context that Southwark finds itself in:
  - a. In the context of a housing crisis, Southwark Council is building more council homes than any other local authority. Everyone should be able to afford somewhere they can call home. That is why we are focusing on building new council homes that Southwark residents can actually afford.
  - b. Building genuinely affordable homes is the way to tackle the housing crisis. That is why since 2014 we have built or started building over 3,000 new council homes.
  - c. The latest 'London Assembly Affordable Housing Monitor 2023' reported that there were more social rent and London affordable rent starts in Southwark than in any other London council since 2015.
  - d. The council works with external partners to ensure that social rent homes are delivered as part of every major schemes. This has led, directly, to the planning consent being granted to at least 14,985 affordable homes, including 9,623 social rent homes in Southwark since 2010.
  - e. We have a plan to deliver affordable homes for Southwark residents who do not qualify for social housing, and are working on pilots for Keyworker Homes and a Community Land Trust.
  - f. We are the largest social landlord in London, and look after 55,000 homes.
  - g. The council is always working to improve our housing stock, since 2010, we have installed 23,500 new bathrooms and kitchens.
  - h. Satisfaction with repairs is now up to 90%. Feedback from residents shows has been significant improvement in our repairs and maintenance service delivery over the past 12 months, continued

implementation of our repairs service improvement plan will ensure that this pace of progress continues as we head further into 2024.

- i. The council has created a Repair Improvement Residents Board, a panel of residents who can now get involved in making decisions about their home and estates to make improvements to our service.
  - f. One third of our residents live in privately rented homes; that is why Southwark Council introduced the Gold Standard Charter (GSC) which is a voluntary scheme that rewards landlords and managing agents who provide a professional level of service and good practice to their tenants in the private rented sector.
  - g. The council has now rolled out its Private Rented Property Licensing scheme, one of the largest in the country to protect residents in the private rented sector.
  - h. Whilst the challenges around Temporary Accommodation are significant, we have an action plan to address homelessness and rough sleeping, set out alongside our draft strategy published for Cabinet last month. Southwark has also introduced the Good Homes Standard for Temporary Accommodation and signed the London Mayor's Charter to End Rough Sleeping
  - i. We are committed to using all powers at our disposal to reduce the number of Empty Homes in the borough. The council will be extending the council tax premium in 24/25 to homes empty for one year or more, and to second homes. While there is more work to do, we are making significant progress bringing homes borough back into use and have developed a comprehensive action plan to use all the available powers to reduce the number of empty homes in the borough, in the continuing housing crises.
  - j. Last week, Southwark Council hosted the Future of Council Housing summit the first of its kind, bringing together the country's largest local authority social landlords, each managing around 20,000 council homes or more. The Summit will inform a major report, authored by respected housing policy, to be published in June. It will set out a comprehensive plan to fix a broken financial model and enable councils to play their part in addressing the national housing crisis.
2. Council Assembly further notes:
- a. What Southwark has achieved is remarkable against the backdrop of all councils facing extraordinary challenges in delivering and retaining council homes.
  - b. The UK is facing a national housing crisis; the scale of the challenge is

huge. Across our country over a quarter of a million people are homeless, with one and a half million more living in overcrowded homes. 1 in 23 children in London are living in temporary accommodation.

- c. In addition, almost one in five council leaders and chief executives in England surveyed by the Local Government Association think it is very or fairly likely that their chief finance officer will need to issue a Section 114 notice this year or next due to a lack of funding to keep key services running.
- d. Since 2010, Conservative and Liberal Democrat governments have taken political decisions, in the full knowledge it would directly impact local government and most importantly our residents.
- e. The Affordable Housing Grant was reduced by 60% in 2010 by the Coalition, making it much harder to build social rent homes without significant borrowing and private subsidy.
- f. That the increase in overcrowding and escalating need for temporary accommodation is worsened by the Benefit Cap agreed by the Coalition which makes it impossible for low-income families to access appropriate housing in the private rented sector in Southwark.
- g. The Conservatives, with their former Prime Minister Liz Truss, crashed the economy with the disastrous mini budget, and as a result, house building across London and the country has stalled
- h. There has been a significant reduction of income into the HRA when taking inflation into account as a result of 1% rent cap for 4 years, and then a 7% rent cap. This was right decision for our tenants during a cost-of-living crisis, but without central government financial support local councils are bearing this cost.
- i. Significant new spending pressure at approx. £100 million to works from Fire and Building Safety Acts on 180 high-rise buildings, again lacking any funding support from the Government
- j. The impact of the rent cap and the Building Safety Act costs alone will result in £40 million additional cost for Southwark Council in 2024/25.
- k. In contrast to this, in government Labour delivered a huge upgrade to homes social rent homes – through the Decent Homes Programme, over a million homes were improved between 2001 and 2010.including 810,000 new kitchens, 610,000 new bathrooms and 1,140,000 new central heating systems.
- l. Labour in government also presided over a halving in homelessness



and all but eliminated rough sleeping

3. Council Assembly recognises:

- a. It was right that residents of Devon Mansions and Canada Estate received an unreserved apology, due to the frustration and stress caused during recent major works, and the poor communications they received throughout the project. Labour ward councillors pushed hard for residents to be heard, referring these cases to the Overview and Scrutiny Committee.
- b. A Task and Finish Group has been established, internal and external audits will be carried out, to put right what is wrong. This root and branch examination of what went wrong here will lead to changes in the Housing Team and how it operates, to ensure this situation never reoccurs.
- c. The Council is committed to re-establishing trust with residents, dramatically improving communication with residents and to learn from these events. Residents' voices will be heard in the investigation process and residents are helping to appoint an independent surveyor.
- d. It has been incredibly disappointing to have to temporarily pause the new homes schemes on four sites: Sceaux Gardens, Bells Gardens, Lindley Estate and Styles House. In addition, that the Council is committed to working with residents to bring forward short-term solutions for these sites, as well as viable plans for the delivery of new homes.

4. Council Assembly resolves to:

- a. Make improving the condition of our council homes the first priority for the council, continuing to improve repairs and bring forward a new Safe, Dry, Warm programme
- b. Continue to build more council homes, bringing forward plans to deliver the next round of our new council homes programme, including viable schemes on sites which are currently 'paused'.
- c. Continue to use our planning policy to secure new affordable and social homes.
- d. Campaign for Bakerloo Line Extension which would directly support an additional 10,500 homes in Southwark.
- e. Deliver on building safety and fire safety work, ensure that our homes are safe and that our residents feel safe in their homes.

- f. Imbed the learning from Devon Mansions and Canada Estates, committing to re-establishing trust with residents and dramatically improving communication with residents
- g. Roll out more protections and support for private renters, extending our licensing scheme so landlords have to meet higher standards and funding free advice services so support is there if your landlord is acting unfairly. Campaign for further powers to regulate the sector including three-year tenancies and powers to control rents.
- h. Support homeowners affected by the Cladding Crisis, campaigning for remedial costs to be paid for by developers and will do everything within our power to fight for a fair deal so that leaseholders are not left bearing these costs.
- i. We will take a zero tolerance approach to rogue landlords and empty homes, using all the powers available to the council to tackle the worst offenders and campaigning for the resources and powers to bring more long-term empty homes back into use.
- j. Following the general election work with the government to Get Britain building again by reforming planning laws to kick-start 1.5 million new homes, transport, clean energy, and new industries in all parts of the country. Because cheaper bills, the chance to own your own home, and modern infrastructure are key to growth and the foundations of security.
- k. Call on the government to invest supporting local authorities in making future improvements to council homes, and use the finding of the Council House 20 report that will be produced later this year.

### **Southwark Council calls for an immediate ceasefire in Gaza**

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

- 1. Council assembly notes:
  - a. Our profound horror and despair at scenes that we have seen unfolding over the past five months in Israel and in Gaza.
  - b. On 7 October 2023 Hamas killed around 1,200 Israelis, and took around 240 hostages, with over 100 still being held;
  - c. Since 7 October 2023, over 30,000 Palestinians have been killed and around 1.9 million have been displaced, with Gaza now facing a severe humanitarian crisis;
  - d. That these events have led to a deeply worrying increase in

antisemitism and Islamophobia across the UK.

2. Council assembly resolves to:
  - a. Stand with the residents of our borough who have been profoundly affected by this conflict, especially those who may be fearing for the lives of their families and friends currently in the region. It is an unconscionable position for far too many.
  - b. Stand firm and united against antisemitism and Islamophobia in all its forms.
  - c. Thank community leaders across our borough for the role they are playing in reducing tensions at this sensitive and difficult time.
  
3. Council assembly believes:
  - a. That there can be no excuse for the scale of this suffering, no excuse for terrorist attacks, hostage taking or the utterly disproportionate scale of civilian deaths in Gaza.
  - b. That the fighting must stop now, with an immediate ceasefire observed by all sides. All hostages released. The siege conditions in Gaza ended, with full access for the food medicines, electricity and supplies needed to end the humanitarian crisis.
  - c. That an immediate ceasefire must be accompanied by a political process with the support of the UN, that delivers a permanent end to this suffering and a just and lasting peace.
  
4. Council assembly also believes:
  - a. There can be no place for hate in our borough. Southwark must be a safe place for people of all faiths and nationalities. We must support people whose families and loved ones are caught up in this conflict and extend a special welcome to anyone fleeing war and persecution, in keeping with the Southwark's tradition as a borough of sanctuary.
  
5. Council assembly resolves to:
  - a. Work with our local Jewish, Muslim and wider community to continue to ensure antisemitism and Islamophobia are not tolerated in our borough, and to be ready to welcome refugees fleeing this conflict.
  - b. Write to the Prime Minister and Foreign Secretary to ask the UK Government to:

- call for an immediate bilateral ceasefire and unfettered humanitarian access to Gaza
- work to advance a serious and concerted international effort for a two-state solution and a just and lasting peace.
- provide safe and legal routes for refugees fleeing the region
- request central government funding to support community cohesion at a local level.

### **Protecting Play Spaces in Southwark**

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

1. Council assembly notes:
  - a. Access to outdoor play is fundamental to the physical, social, mental and emotional development of children.
  - b. Article 31 of the UN Convention on the Rights of the Child states that Governments must “respect, protect and fulfil” the “right of the child to rest and leisure, to engage in play and recreational activities”.
  - c. The UK is currently failing in that duty, with children suffering damage to their mental health and wellbeing due to the lack of accessible play spaces.
  - d. The impact of Covid lockdowns on the mental health of young people is yet to be fully understood but it is a clear that we must provide every opportunity for the affected generation to play and develop socially.
  - e. The disastrous cuts to local government funding implemented by the Conservative Government have left playgrounds falling into disrepair across the UK.
  - f. The Southwark Plan 2022 policies P13-15 and P57 and London Plan 2021 policies D6, H16 and S4 set out the council’s requirements in respect of design and open space. These policies are relevant for amenity space, play space and open space. Open spaces are an essential resource for residents and visitors and all development should ensure that there is sufficient amenity and play space in accordance with GLA guidance. Where the council accepts that the policy requirements cannot be met fully onsite, a financial S106 planning obligation is required in order to ensure that the impact of development is mitigated.
2. Council assembly further notes:
  - a. The council has just completed an initial phase of an audit of all play

provision in Southwark. This has identified 200 play sites, placing Southwark and one of the best provided boroughs for play in London.

- b. In recent years the council has made significant investment into play spaces, investing;
    - I. £1.2 million at St Marys Churchyard Playground and Plaza,
    - II. £1.1 million at Camberwell Green Playground,
    - III. £680,000 at Nelson Square Playground and MUGA,
    - IV. £600,000 at Pullens Gardens Playground and park,
    - V. £500,000 at Southwark Park Playground,
    - VI. £4 million at Peckham Rye Park Playground and new playroom building,
    - VII. £1.5 million at Mint Street Adventure Playground and building,
    - VIII. £700,000 at Leyton Square Playground,
    - IX. £3.3 million at Burgess Park West Playground and park expansion and
    - X. £1.5 million at Dickens Square Park Playground and park expansion.
  
  - c. Many playground improvements are instigated by active ward councillors who have access to Cleaner, Greener Safer funding and local CIL. They can and do use this money to prioritise the improvement of play spaces within their ward. Initial development and assessment studies funded by CSG can then ensure that well designed schemes can be consulted on with the local community and additional a or external funding found to deliver these improvements.
  
  - d. Council recognises and is grateful for the efforts made by active ward councillors to improve play spaces in our local parks and housing estates. This can be done with initial funding from the Cleaner, Greener, Safer fund and local CIL.
  
  - e. This is also done, by working with local community partners to support provision of better quality play space; in locations, the Council does not direct responsibility for. An example of this can be seen at Dog Kennel Hill Adventure Playground in Champion Hill ward.
3. Council assembly resolves to:
- a. Complete the next phase on the 2024 Play Audit, which will include a detailed design and costing plan for priority play areas, and consultation with key stakeholders.
  - b. Continue to invest in our 200+ play spaces in parks and on estates.
  - c. Based on information highlighted by the Play Audit, work to secure funding for inclusive play spaces and equipment.

- d. Based on information highlighted by the Play Audit, work to secure the funding for phase 1 for further playground investment, to encompass a range of possible actions from remedial improvements and better maintenance, additional and more inclusive accessible facilities or the full refurbishment of a site.
- e. Establish clear prioritisation and delivery programme for further phases of playground investment and improvement.

### **Improving Inclusivity for People with Dyslexia**

That the motion referred from council assembly as a recommendation to cabinet, set out below be agreed.

1. Council assembly notes:
  - a. The council has a duty to ensure all services and materials are accessible to everyone.
  - b. Dyslexia is a protected characteristic covered by the Equality Act 2010.
  - c. This year the council launched a new branding and visual identity that includes a guide to be used in all council documents on 'How to write in plain English' and 'Write accessible content for our website and intranet'
  - d. These contain information to ensure that all written documents and webpages are accessible to everyone.
  - e. The 'How to write in plain English guide' contains guidance on layout, headings and structure and writing style that reflect the much of the guidance within the Dyslexia friendly style guide.
  - f. Both the Dyslexia friendly style guide and Southwark's house style guide recommends:
    - I. The use of Arial typeface, no smaller than font size 12.
    - II. Avoiding the use of underlining and italics.
    - III. Avoiding the use of all capital letters and uppercase letters for continuous text.
    - IV. Using headings and styles to create consistent structure to help people navigate through your content
    - V. For headings, use a font size that is at least 20% larger than the normal text.
    - VI. Add extra space around headings and between paragraphs.
    - VII. Ensure hyperlinks look different from headings and normal text.
    - VIII. Using single colour backgrounds, avoiding background patterns or pictures and distracting surrounds.

- IX. Using sufficient contrast levels between background and text.
- X. Using dark coloured text on a light (not white) background.
- XI. Left align text, without justification.
- XII. Being concise, avoiding using long, dense paragraphs
- XIII. Using simple clear language and every day words.
- XIV. Using bullet points and numbering rather than continuous prose.
- XV. Avoiding abbreviations where possible

g. The new house branding and visual identity does not currently offer specific guidance on:

- I. Inter-character spacing and inter-word spacing
- II. The use of alternatives to white paper
- III. The use of matt paper rather than gloss
- IV. Using images to support text.
- V. Giving instructions clearly
- VI. Avoid double negatives
- VII. Providing a glossary of abbreviations and jargon.

2. Council assembly resolves to:

- a. Implement the full roll out and adoption of the new style guide, continuing to make all staff aware of the guides
- b. Ask officers to explore how we could incorporate guidance on the areas within the Dyslexia style guide that are not currently referenced within the new visual identity guides
- c. Regularly review documents and webpages for internal and external use, to make sure that where possible, the house guide is being followed and that all written documents and webpages are accessible to everyone on the understanding that documents may need to tailored to be accessible to a specific audience.a

## **EXCLUSION OF PRESS AND PUBLIC**

That the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in categories 3 and 5 of paragraph 10.4 of the access to information procedure rules of the Southwark Constitution.

The following is a summary of the decisions taken in the closed part of the meeting.

**31. MINUTES****RESOLVED:**

That the closed minutes of the meeting held on 17 June 2024 be approved as a correct record and signed by the chair.

**32. AYLESBURY ESTATE FUTURE PHASES**

The cabinet considered the closed information relating to this item. Please see item 8 for the decision.

**33. 177 ABBEY STREET, KEY WORKER HOUSING AND COMMUNITY FACILITY**

The cabinet considered the closed information relating to this item. Please see item 13 for the decision.

The meeting ended at 1.40pm.

**CHAIR:**

**DATED:**

**DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 17 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, TUESDAY 30 JULY 2024.**

**THE ABOVE DECISIONS WILL NOT BE IMPLEMENTABLE UNTIL AFTER THAT DATE. SHOULD A DECISION OF THE CABINET BE CALLED-IN FOR SCRUTINY, THEN THE RELEVANT DECISION WILL BE HELD IN ABEYANCE PENDING THE OUTCOME OF SCRUTINY CONSIDERATION.**



<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Climate Change Strategy Annual Report and progress on the Climate Action Plan for 2023-24
<b>Cabinet Member:</b>	Councillor John Batteson, Climate Emergency, Jobs and Business
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a

## **FOREWORD - COUNCILLOR BATTESON, CABINET MEMBER FOR CLIMATE EMERGENCY, JOBS AND BUSINESS**

Since declaring a climate emergency in 2019, we have taken significant steps as we seek to make our borough net zero by 2030. As we reach the half-way point on that journey, the current climate reality become starker – natural disasters, food and water insecurity and more extreme weather conditions. Climate change does not respect borders; we are not immune to its impact in Southwark and we need to confront these challenges head-on. That is why we stand by our commitment to do all we can to reduce emissions across our borough and make it more resilient to the effects of climate change.

There has been good progress in reducing emissions through our climate strategy over the last 12 months. However, despite the excellent work taking place across the council, we now recognise that we will not meet our goal of making Southwark a carbon neutral borough by 2030. Back when we declared a climate emergency, there appeared to be environmental commitments from central government and an indication that local authorities would be provided with the necessary support and resources to deliver climate strategies in their areas. This has sadly regressed over the last few years while at the same time the challenges we face as a borough in reaching net zero, most notably a lack of sufficient funding and resources, have become even more significant. This report references those challenges, but sets out plans for how we can overcome them while we continue to prioritise work in this area and have conversations with central government about getting the necessary support.

This report also sets out how we have and will continue working with different stakeholders across the borough. The council cannot make the borough net zero alone. It is only through ongoing collaboration with local people, businesses and the

wider community that everyone can feel confident playing their part in tackling the climate emergency and make our borough and the planet a better place for future generations.

## **RECOMMENDATIONS**

1. The Cabinet is asked to:
  - Note the progress that Southwark has made in tackling the climate emergency over the last financial year, as detailed within the Annual Report, and the specific project updates contained within the Climate Action Plan.
  - Note the adoption of the Climate Resilience and Adaptation Strategy and that officers to work collaboratively to implement its actions to adapt the borough and make it more resilient to the effects of climate change.
  - Note the priorities for the next twelve months and the subsequent preparation of an updated Climate Change Strategy and Action Plan in 2025 that supports the goals and principles of the Southwark 2030 strategy.
  - Welcome the new investment secured by officers to support tackling climate change in the borough, but note the significant cost of addressing climate change, and the lack of resources which have been made available by central government in recent years to reduce carbon emissions and expand climate adaptation.

## **BACKGROUND INFORMATION**

2. The Council's climate declaration of 2019 commits the Council to doing all it can to make the borough net zero by 2030 and ensure it is adapted and resilient to the effects of changing climate. The subsequent Climate Change Strategy and Climate Action Plan (2021) sets out how we will do this. It is important to note that addressing the climate emergency is a significant challenge, which requires the strategy and action plan to be intentionally ambitious, setting out the scale of the challenge and ways in which the Council will take action, and will also support Southwark's residents and partners to do the same.
3. The strategy provides the vision and framework through which the Council will address the climate challenge, in a way that is socially just, fair and effective. The action plan provides the detail to the strategy with 118 actions identified, setting out how the Council will tackle the climate emergency. Each action is SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) to ensure transparency and accountability and to enable progress to be tracked. There are six key areas of focus in the action plan: buildings, transport, energy, a circular economy, biodiversity and climate resilience.

4. The sixth area was added to the action plan, following adoption of the Climate Resilience and Adaptation Strategy in February 2024. These new actions will continue the process of adapting the borough to the hazards arising from a changing climate, so that our most vulnerable residents who are most exposed are the focus of our efforts and work. These actions support the existing adaptation work the council delivers to make the borough safer, greener and a better place to live.
5. Although the strategy and plan primarily focus on the actions that we can directly take as a council, we will only meet our ambitions if we work closely with residents, partners and others to ensure that everyone with a stake in our borough is part of the change that we need to see. We are committed to delivering a more sustainable and greener future where the benefits of climate action also deliver improvement to people's lives by reducing fuel poverty, improving air quality and delivering new jobs.
6. As part of our commitment to tackle the climate emergency, we publish an annual report on our progress. This provides an easily accessible overview of what has been achieved over the previous year and what still needs to happen to meet our net zero and adaptation ambitions. This report is contained within Appendix 1.
7. We will continue to embed our climate ambitions across all Council services, and to align new and emerging council plans and strategies with the themes and policies in our climate change strategy and action plan. This will ensure that all opportunities to reduce emissions and make the borough more adapted are identified and captured. A good example of this is our Streets for People Strategy that went out to consultation thorough 2023/24 which has a strong climate focus in aiming to improve our streets and how we move around the borough.

## **KEY ISSUES FOR CONSIDERATION**

8. This report includes our annual progress report (Appendix 1) highlighting the progress, opportunities and challenges that have faced the borough between April 2023 and March 2024, and looking ahead to what we plan to achieve over the next year thorough to March 2025.
9. Alongside our annual report, we have updated the climate action plan (Appendix 2), capturing both work that has progressed over the last year, and setting new targets. The plan now includes the actions from the adopted Climate Resilience and Adaptation Strategy that will make the borough more resilient to the effects of climate change.

## **Climate Change Strategy Annual Report**

10. The effects of climate change continue to impact our borough and are having profound effects on the ecosystems and societies around the world. The threat from increasing global temperatures means that we need to adapt the borough so that our residents, businesses and visitors are shielded from the worst

outcomes. Reducing emissions and delivering adaptation is a huge opportunity to help us improve the borough through the co-benefits of action while delivering the councils key priorities.

11. Our annual report provides an update on the work we are undertaking and the progress we have made over the past financial year in tackling the climate emergency. It celebrates key projects and actions we have achieved and the partners that we have worked with.
12. In addition to Council actions, there is also further important and inspiring work being delivered by our residents, businesses, schools and partners across the borough that combines to create a groundswell of positive climate action. But there are still significant challenges ahead of us all.
13. Our climate projects and programmes have had a direct impact on emissions within the borough and we have also focused on upcoming actions which will lead to future emission reductions through enabling works and securing new funding. This includes both borough wide emissions and those directly related to the council's buildings, vehicles and procurement.
14. The annual report also looks forward to the priorities we have set as a council to reduce emissions, adapt the borough and continue our engagement with the community.
15. The report recognises the major challenges that we continue face in meeting our ambition and delivering our plan. For example, we need to secure significant additional funding and investment for the projects and resourcing that is needed to retrofit our borough; while also ensuring we have the right expertise and resource in place to deliver these complex programmes of work. As such, the scale of the challenge we face is greater than ever, with our net zero target of 2030 now being only six years away. We remain ambitious and focused on this target but recognise the need to act with urgency across the council and in partnership with our residents, suppliers and stakeholders.
16. The annual report presents the most recently available data to demonstrate how emissions have reduced over the past year. Data for the council has been processed for the 2023/23 financial year, covering the period from April 2023 to March 2024. Borough wide emissions have also been calculated using the latest available data from 2021, published by central government.
17. The council continues to develop its data capacity so that we can monitor our emissions and inform our decision making so that we invest our resources where it will be most effective. This is particularly important for developing our understanding on how we will adapt the borough so that we focus on the most vulnerable areas and residents.
18. We are developing our knowledge and expertise on emissions monitoring and carbon reporting, and we will continue to embed this within our processes to ensure there is even greater individual and team ownership and understanding

of emissions reduction opportunities as we deliver our services and programmes of work.

19. The Council is seeking to lead by example, by tackling its own emissions first, while working across the borough with all partners to tackle the climate emergency.

#### **Climate Action Plan update for 2023/24**

20. Our climate action plan clearly defines the ownership and milestones for each action in the plan so that we can track progress throughout the year as we deliver programmes of work. The proposed update to the climate action plan is included in Appendix 2 of this report.
21. The plan is updated to provide commentary on the work the council has achieved over the past year, agreeing new milestones and key performance indicators where they are required. We also provide an updated risk assessment for each action; how the risk to delivery has been addressed and how this relates to funding, resources, time or technical expertise.
22. Tackling climate change continues to be an iterative process as we learn and better understand what climate action will work best for us. It is also everyone's business, so we continue to work to embed a keen focus on climate throughout the Council. We also actively seek best practice from within Southwark, from across London and beyond, so that we identify the best and most appropriate action to take.
23. The action points in the climate resilience and adaptation strategy have been included in the action plan for the first time since its adoption in February 2024. As limited time has passed between the adoption of these action points and end of the reporting year in March 2024, the updates for these action points provide detail on the next steps we will take in the year ahead.
24. Our action plan remains ambitious, but we recognise that delivery remains a significant challenge in some areas, while we have made considerable progress in others. We recognise that we must continue to work smarter, more efficiently and deliver wider co-benefits through our actions if we are to do all we can to meet our targets. A major step change from the Government would significantly assist in providing the funding, ambition and commitment to tackling the climate emergency, and to ensure our borough is adapted to the effects of climate change.
25. We will continue to develop the online reporting of the action plan using new tools and dashboards. This will take place alongside using our emissions data to better to move from high level data modelling to using specific emissions savings attributed to individual projects and services. This will enable us to develop a more detailed approach to our borough's emissions pathways over the year ahead.

## Next 12 months

26. We have ambitious plans for the forthcoming year which will see the delivery of direct and enabling emissions reduction programmes from buildings and transport alongside workstreams to adapt the borough and make it more resilient while delivering the council's key priorities. Key focus will include:

- Southwark 2030 – We will align our climate work to support the six goals of the Southwark 2030 strategy. Each Southwark 2030 goal has a direct link to tackling the climate emergency and adapting our borough in a just and fair way.
- Retrofitting the borough - Preparing building decarbonisation strategies and plans for retrofitting will focus on our operational buildings. The highest emitting council buildings in the borough will be prioritised for action and we will deliver change through significant maintenance programmes, which will make our buildings safe and fit for purpose. This work is essential if we are to meet our target of reducing operational emissions by 50% by 2026.
- Southwark Green Finance - The delivery of our programme of capital projects that reduce emissions and adapt the borough will continue with aspiration of raising significant additional funding through the Southwark Green Investment route. The Council will explore moving to two rounds of funding per year, to increase the regularity of the investment opportunity. We will scope further green finance initiatives through the year.
- Staff training and policy – We will begin delivery of updated staff carbon and climate adaptation literacy training to build individual and organisational expertise. This is a significant piece of work and will take the allocation of dedicated resource to drive forward. Training will emphasise that tackling the climate emergency is a council wide responsibility and help to improve understanding of its importance across all departments. This will include additional training for councillors and council staff. Council policy will seek to reflect the council's climate goals and be ambitious in driving us towards our climate goals.
- External partners and networks – We continue to collaborate with our community, schools, businesses and institutions through our external partner networks and seek opportunities for collaboration and shared action and learning.
- Climate resilience and adaptation - We will continue the roll out of climate resilience and adaptation workstreams with a focus on the most vulnerable areas of the borough. This will take the form of capital and pilot projects and improving our data and tools to inform our work. Working closely with key stakeholders including Public Health will also be crucial to tackling climate hazards like heat risk and flooding, and will continue co-leading the London Councils Resilient & Green workstream to develop our

knowledge and skills on how to climate resilience and adaptation for the benefit of the borough,

- Streets for People - The implementation of our Streets for People strategy will tackle climate change by changing how we all travel and use streets in our borough. It will reduce emissions from vehicles by encouraging healthy travel options like walking and cycling. There are also a series of climate adaptation measures encouraged that will provide opportunities for new street trees, urban greening and rain gardens that will reduce the urban heat island effect and improve local flood risk.
- Council procurement and supply chain decarbonisation – We will focus on the development of a new strategic approach to ensure the contracts and services the council buys reduce our scope 3 carbon emissions, including taking best practice from commercial sector when appropriate.
- Southwark Community Energy Fund - The delivery of the Southwark Community Energy Fund projects has commenced with £400k of funding distributed to the community to deliver renewable energy and energy efficiency projects, while also building additional knowledge and capacity in the borough. Work is underway to launch a second round of the fund.
- Climate and Environment and Householder Supplementary Planning Documents (SPDs) – The Council has commenced public consultation on a two new SPDs that will guide new development to be more sustainable and reduce emissions through the planning process.
- Energy contracts - Comprehensive management of the council's energy contracts will continue, including the procurement of a new energy contract for the council through to 2030, striving for sustainability and value.
- Biodiversity – A new public-facing capital project fund will launch this year to fund community biodiversity projects. This will take place alongside the deliver our new statutory biodiversity duty to protect and enhance habitat in the borough.
- Funding and resources – We will seek to maximise the use of internal and external funding, and resources will support each programme of work to ensure climate change is addressed as a council priority and to deliver the goals of Southwark 2030. We will explore opportunities to partner with other boroughs to make joint bids for funding.
- Strategy and action plan update - We will prepare an updated Climate Change Strategy and Action Plan that reflects our 2030 ambition and the work we will need to deliver over the next five years. This will include an updated assessment of what funding is needed to meet our ambitions and improved way of reporting on our progress through the climate action plan. We will align this workstream with the Southwark 2030 strategy and the learning and recommendations from the Southwark Land Commission and our Climate Change Citizens' Jury.

- Council decision-making - We will continue to embed climate change mitigation, adaptation and resilience through the council's decision-making, services and projects, and develop our informed understanding of the opportunities and risks the borough faces.

### **Policy framework implications**

27. Following public consultation in autumn 2023 and subsequent revisions to its scope and action points, the council's first Climate Resilience and Adaptation Strategy was adopted by the council in February 2024. The strategy is now an appendix to the borough's main Climate Change Strategy, with a view to combining the two documents in 2025, when the council is committed to an update of our Climate Change Strategy. Resilience and adaptation actions are consistent with the SMART format to match those contained within the existing Climate Action Plan.

### **Community impact statement**

28. We continually recognise the need to work closely with our local community on climate mitigation and adaptation, so we deliver a just transition for the whole borough. We ensure our work is developed in partnership with residents, businesses and other important stakeholders, and we have significantly strengthened the work we do with these groups through our external networks and the workstreams we have launched over the past year including community energy, climate adaptation and green finance.
29. Our climate action plan is still primarily focused on our own work and an opportunity therefore remains for it to reflect the breadth of work that is ongoing in the borough. This will be addressed as part of the 2025 update, through our external networks and community consultation.

### **Equalities (including socio-economic) impact statement**

30. We continue to recognise through our work that while everyone is affected by climate change, the extent of that impact is not equal, with communities and locations at significant risk than others. Climate change continues to have the biggest impact on those who are most vulnerable, particularly for those who are on lower incomes or have underlying health conditions that can be exacerbated by the hotter climate. Black, Asian and Minority Ethnic residents continue to be disproportionately affected, and social just transition is therefore at the centre of our approach to tackling climate change.
31. Through our public sector equality duty, we undertake full equalities impacts when we design, consult and deliver our climate projects and programmes, and ensure mitigation is in place. Our work has co-benefits to tackle fuel poverty and improve air quality and health and wellbeing.



### **Health impact statement**

32. Tackling climate change through mitigation and adaptation measures will promote improvements in our residents' health. For example, reducing the burning of fossil fuel within the borough will improve air quality and encourage active travel. Health benefits are key outcomes of the new Climate Resilience and Adaptation Strategy which includes actions on overheating and flooding.

### **Climate change implications**

33. This report 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 year, sets out priorities for the year ahead and looks to strengthen our response to the changing climate that we are already experiencing.

### **Resource implications**

34. The Climate Action Plan identifies where the council has challenges in delivering its actions because of a lack of funding, resourcing or by other means. We identify these gaps through regular, ongoing engagement between the council teams who deliver the actions. Officers then seek to minimise these gaps by supporting the relevant team and/or securing funding for increased resources. The council has expanded the Climate Change Team to respond to this need and has increased the delivery of actions within the Climate Action Plan. However, the scale of commitments within the action plan is significant, and requires a recognition that climate action should be a council wide priority, and not one that can be held by the Climate Change Team alone.

### **Legal implications**

35. No direct legal implications arise 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**

36. The council has invested over £100m in its capital programme since it declared a climate emergency and an ambition to work towards being carbon neutral by 2030. A capital budget of £25m was agreed in 2021 as part of the council's capital programme to fund climate projects and deliver against the council's long term strategy. £23m of the £25m has now been allocated to mitigation and adaptation projects. Of this £23m, £5.8m has been spent on projects to date, with a further £6.5m of spending planned through to the end of 2026/27.
37. The £25m climate change capital budget is supporting a wide range of mitigation and adaptation programmes across the council, such as the work underway to upgrade Building Management System (BMS) at six council operated leisure centres to reduce energy use and funding allocated to rain gardens in Camberwell and Dulwich to minimise localised flooding. Further

recent work undertaken includes the launch of the Southwark Community Energy Fund, which will see £400k allocated to expanding renewable energy generation in the borough, alongside building skills and capacity within the community for further energy saving. LED Street Lighting and cycle hanger and programmes have also seen their delivery rapidly increased through this funding.

38. The appointment of the External Opportunities Manager has expanded the team's capacity to coordinate and bid for external and central government funding to contribute our climate programmes of work. However, as noted in the annual report, significant funding pressures remain within the council, particularly with regards the increased cost of retrofitting council homes and Housing Revenue Account. This has a direct impact on the council's opportunity to retrofit our housing stock.
39. Staffing and any other costs connected with this report are contained within existing departmental revenue budgets.
40. The climate change strategy sets estimates that the cost for the borough to be carbon neutral by 2030 is £3.92bn. While the council will continue to use its resources as efficiently as it can, this scale of funding requires government or other private investment and is likely to have significantly increased over the last 3 years due to the level of inflationary increase over recent years.

## **Consultation**

41. Full consultation was carried out prior to the publication of the initial Climate Change Strategy and Action Plan in July 2021, with a subsequent citizens' jury undertaken to inform a further update to the Action Plan in 2022. Additional consultation was also then carried out on Climate Resilience and Adaptation Strategy in August and September 2023. This strategy was subsequently updated and adopted in February 2024.
42. We will continue to enhance engagement with our key stakeholder groups and community as we deliver our programmes of work. Our annual report is also part of our commitment to transparency so that our residents and others can see the action that is being taken and the progress that is being made.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Assistant Chief Executive - Governance & Assurance (DRAFT - SB270824)**

43. There are no specific legal implications arising from this report. However, it is confirmed that the implementation, review and development of the Action Plan and Strategies referenced above is consistent with the powers of general competence conferred upon the council by section 1 of the Localism Act 2011, and is an executive function of the council which can be considered by Cabinet in accordance with the Local Government Act 2000 and Part 3B of the council's Constitution.

44. Cabinet must be mindful of the Public Sector Equality Duty contained in section 149 of the Equality Act 2010, which requires the council to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with a “protected characteristic” and others.
45. The equalities impact statement set out within paragraphs 30 and 31 recognises and acknowledges the unequal and potentially disproportionate effects and impact of climate change on those with protected characteristics, and note that future projects and programmes will be designed to implement preventive measures which are designed to reduce the impact on and generate positive benefits for vulnerable and disproportionately affected individuals in the community, as well as to maintain engagement with groups representing these protected characteristics. Paragraph 31 confirms that the development and implementation of those projects and programmes will be informed by the findings of equality impact assessments.
46. Paragraphs 41 and 42 describe the nature and extent of consultation that has taken place to date and confirm that this will continue as part of the development of future programmes of work.
47. Legal advice will be provided to officers in relation to the governance, contractual and procurement issues affecting individual decisions which arise from the ongoing implementation of the Climate Change Strategy and Action Plan.

#### **Strategic Director, Resources (FC24/011)**

48. This report is requesting the cabinet to note the annual progress the council has made in tackling the climate emergency; the adoption of the Climate Resilience and Adaptation Strategy and the priorities for the next twelve months and the subsequent preparation of an updated Climate Change Strategy and Action Plan in 2025 that supports the goals and principles of the Southwark 2030 strategy as detailed in Appendices 1 and 2.
49. The SDF notes the recommendation to the cabinet to welcome the new investment secured by officers to support tackling climate change in the borough.
50. The strategic director of resources notes the investments made to date to help tackle the Climate Change Emergency and the significant investment (best estimates of £3.92 billion as set out in the Climate Change strategy in 2021, potentially higher with high inflation rates over the last two years) required for the borough to be carbon neutral by 2030.
51. The SDF also notes the appointment of an External Opportunities Manager to coordinate and bid for external and central government funding to contribute to the Council's climate programmes of work. The SDF expects that financial appraisals will be carried out in partnership with finance colleagues as any new

plans are developed and will be subject to future reports, including identifying the revenue or capital resources for any new commitments.

52. Officers' time and any other costs associated with this recommendation will be contained within existing departmental revenue budgets.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Climate Change Strategy	Climate Change Team	Tom Sharland
<b>Link:</b> <a href="https://www.southwark.gov.uk/assets/attach/48607/Climate-Change-Strategy-July-2021-.pdf">https://www.southwark.gov.uk/assets/attach/48607/Climate-Change-Strategy-July-2021-.pdf</a>		
Climate Resilience and Adaptation Strategy	Climate Change Team	Tom Sharland
<b>Link:</b> <a href="https://www.southwark.gov.uk/assets/attach/254863/Climate-Resilience-and-Adaptation-Strategy-Feb-2024.pdf">https://www.southwark.gov.uk/assets/attach/254863/Climate-Resilience-and-Adaptation-Strategy-Feb-2024.pdf</a>		

## APPENDICES

No.	Title
Appendix 1	Climate Change Annual Report 2024
Appendix 2	Climate Change Action Plan Tracker

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor John Batteson, Cabinet Member for Climate Emergency, Jobs and Business	
<b>Lead Officer</b>	Toni Ainge, Acting Strategic Director of Environment, Sustainability and Leisure	
<b>Report Author</b>	Tom Sharland, Climate Change Programme Director, Environment and Neighbourhoods	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Resources	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	4 September 2024	

# CLIMATE CHANGE ANNUAL REPORT SEPTEMBER 2024



TACKLING  
THE CLIMATE EMERGENCY  
TOGETHER IN SOUTHWARK

Southwark  
Council



# CONTENTS

**Foreword**..... 3

**Introducing the annual report 2024** ..... 4

**Carbon emissions in Southwark**..... 6

**Working across the borough** ..... 9

**The last year in action** ..... 11

**Looking ahead**..... 17

**Addressing the challenges** ..... 19





**Councillor John Batteson**  
Cabinet Member for Climate  
Emergency, Jobs and Business

## FOREWORD

“Since declaring a climate emergency in 2019, Southwark Council have taken significant steps as we seek to make our borough net zero by 2030.”

As we reach the half way point on that journey, the current climate reality becomes starker – natural disasters, food and water insecurity and more extreme weather conditions. Climate change does not respect borders; we are not immune to its impact in Southwark and we need to confront these challenges head-on. That is why we made a commitment to do all we can to reduce emissions across our borough and make it more resilient to the effects of climate change.

A notable addition to this year’s annual report is the inclusion of our climate resilience and adaptation strategy, which will prepare the borough to respond to climate effects such as flooding, drought and extreme heat. We know that some people across Southwark, particularly the elderly, those with underlying health conditions and our ethnic minority communities are more likely to feel these impacts. So while the climate impacts everyone across our borough, we also know how important it is as we work towards achieving a more equal society.

This report recognises the progress that has been made through our climate strategy, particularly over the last 12 months. However, it also highlights the significant challenges we face as a borough in reaching net zero, most notably a lack of sufficient funding and resources, without which we will not reach where we need to be by 2030. Time is of the essence and governments across the world need to demonstrate the required leadership in tackling the climate emergency.

These challenges will not stop us making progress in Southwark though and rather than presenting an insurmountable hurdle, they also provide plenty of opportunities. The council cannot make the borough net zero alone. It is only through ongoing collaboration with local people, businesses and the wider community that everyone can feel confident playing their part in tackling the climate emergency and make our borough and the planet a better place for future generations.







# INTRODUCING THE ANNUAL REPORT 2024

Since declaring a climate emergency in 2019 we have been taking urgent action. Our Climate Change Strategy (2021) and the Council Delivery Plan (2022) are clear on the level of urgency needed to end our borough's contribution to climate change. This year's annual report builds on these by looking back on the year to highlight how we are taking decisive action in Southwark. We also set out some of our top priorities for the year ahead.

Over the last year, the climate emergency continued to deepen. Globally, 2023 was the hottest year on record. Temperatures rose by so much that the UN's World Meteorological Organization (WMO) issued a "red alert" on

climate change. We have also seen a year of climate-driven natural disasters, from devastating flooding to wildfires and drought.

Whilst we did not experience any natural disasters in Southwark in 2023, we are still vulnerable to the impacts of climate change. Overheating and flooding already affects the lives and health of many of us in the borough. We took our first steps to tackle this through the borough's first climate resilience and adaptation strategy. This was developed, consulted on and approved this year. At its core is a commitment to prioritise the areas that are the most vulnerable to impacts of climate change with funding, resources and action.

In bringing down our carbon emissions, we also have a huge chance to change our borough for the better. Our Streets for People programme has begun to show exactly how we can do this. It is continuing to transform our streets to prioritise walking, cycling and public transport. We have also begun the vital work of making our buildings more efficient and have started work that will reduce energy use across our leisure centres.



*Streets for People is helping more residents cycle in the borough*



*Customer borrowing an item from Library of Things Canada Water*

We're also rolling out green projects which make our lives easier, like our first Library of Things. It opened in June 2023 and has already helped hundreds of residents save money and help the environment.

However, we continue to face enormous challenges. For example, there are large gaps in national and local funding and this makes it harder to green our buildings. More needs to be done and we need to be innovative with our solutions. At the same time, we need to highlight and overcome the challenges before us. This year, we took a large step forward in this with the first round of Southwark Green Investment, which provided the opportunity for members of the public to invest in climate projects across the

borough, with individual investments starting from as little as £5. In total the council raised £1 million in just eight weeks and will now look to raise £5 million more.

We'll continue to do everything we can. The past year has shown that by moving our action plan forward, we can reduce emissions and prepare for the future, whilst at the same time, continuing to improve the lives of people and future generations across our borough.



# CARBON EMISSIONS IN SOUTHWARK

## How we measure emissions

To end our contribution to climate change we need to get the borough's carbon emissions down to zero. We measure emissions in kilotons of carbon dioxide equivalents. We write this as kt CO<sub>2</sub>e.

**ONE** = **1000**  
kiloton tonnes

**ONE**  
tonne of carbon  
is the same as



flight from a  
London airport  
to the east coast  
of the US

OR



driving between  
John O'Groats  
and Land's End  
four times in the  
average car



Emissions are sorted into three groups, which we call scopes. These are:

- **Scope one**, which covers direct emissions from things we own or control
- **Scope two**, which covers indirect emissions from energy that we have bought
- **Scope three**, which includes all other emissions that occur in making all the things we buy

We also monitor these emissions from the borough as a whole. This includes all homes, businesses and journeys in the borough, as well as emissions that are within the control of the council from our own buildings, vehicles and what we buy.

## What the latest information shows

Our updated data shows a drop in emissions across the borough for the fourth year in a row, from 809 to 785 kt CO<sub>2</sub>e. Emissions from domestic buildings have fallen. Emissions from industrial and commercial sectors have risen. Emissions from road transport have continued to decrease compared to last year.

Whilst we are glad to see a reduction in emissions, it is clear that the current pace leaves us off track to end the borough's contribution to climate change by 2030. This isn't a problem that is unique to Southwark. It is challenging local and national governments across the world. Yet, by facing up to this challenge we have been able to identify what we need to do and where we need to direct our efforts. We can see that focusing on heating and powering buildings is vital. These activities contribute to 80% of scope one and two emissions in Southwark.

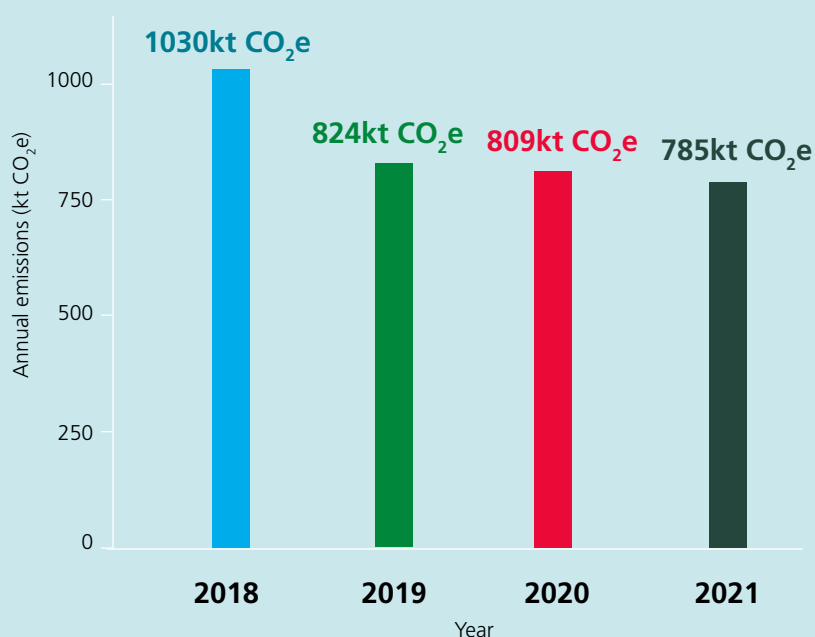


## Borough-wide emissions in Southwark

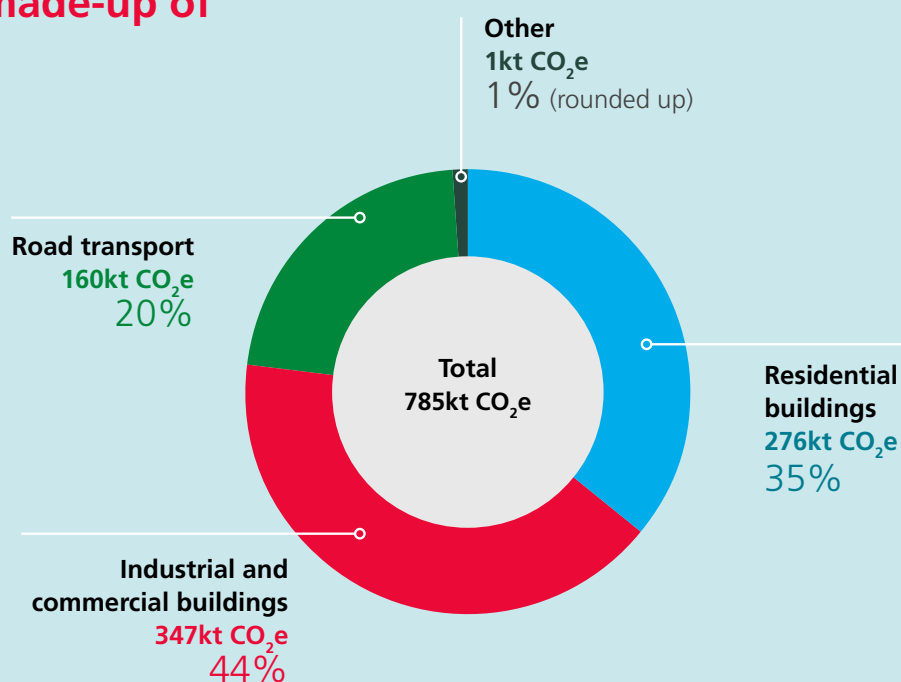
For this information, we rely on large national datasets from the Department for Energy Security and Net Zero. There is a delay in publishing these datasets, which means the latest information is three years behind. This is why the latest up-to-date figures are for 2021.



### Borough wide emissions over the last four years



### This is made-up of



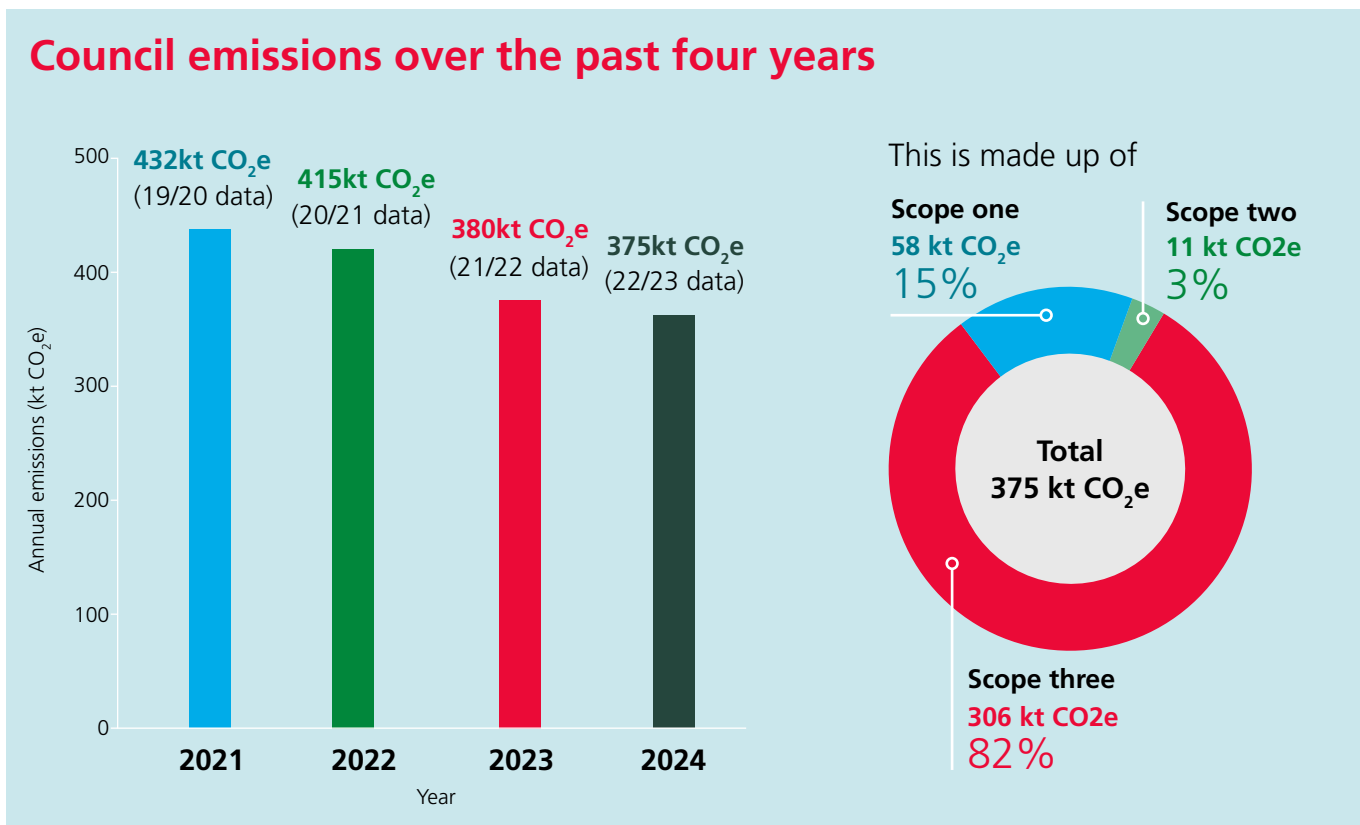
## Emissions from the council

We're also focussing in detail on emissions from the council, which form part of the borough wide figures set out above. We have set a target to halve our operational council emissions by 2026. We have reduced our emissions as a council for the fourth year running, decreasing from 380 to 375 kt CO<sub>2</sub>e.

Our scope one and two emissions both showed reductions when compared to last year, decreasing from 74 to 69 kt CO<sub>2</sub>e. Housing remains the biggest source of emissions, accounting for 85% of scope one and two.

Housing emissions have fallen overall for the third year in a row, reducing from 59 to 57 kt CO<sub>2</sub>e. Whilst we are happy to see these reductions, the scale of the challenge means that we need to start to see much greater cuts to emissions.

Scope three emissions have stayed the same at 306 kt CO<sub>2</sub>e. These still make up the majority of the council's footprint at 82% of the total. This shows the positive impact we can have by greening our supply chain more and reducing these emissions.





# WORKING ACROSS THE BOROUGH

Whilst we are working hard to reduce the council's emissions, most emissions in Southwark are outside the council's direct control. This means working with our residents, businesses, partners and others to take action. This section highlights some ways the council is doing this.

## Southwark Green Investment

This year we launched the first phase of Southwark Green Investment where we raised £1 million in eight weeks. The money was raised from 659 public investors, who were a mix of residents and businesses. In total, a record 111 local people invested, totalling £305,930.

This was the first phase of the project which aims to raise £6 million by 2030. It will engage residents in local climate work each step of the way. The success of the first phase shows we have lots of interest in the borough for getting involved in climate action.

The first phase of

**SOUTHWARK GREEN INVESTMENT**

**RAISED  
£1 MILLION  
IN EIGHT WEEKS**



**INVEST AND GET A 4.6% ANNUAL RETURN**

Join hundreds of others and help fund green projects in Southwark

**Don't miss out!**  
This is a time-limited investment opportunity. Once we raise £1 million, phase one will close.

**Invest from £5 and get a 4.6% annual return.**

Head to [southwark.gov.uk/green-investment](https://southwark.gov.uk/green-investment)

As with all investments your capital is at risk. Investments are long term and may not be readily realisable. This content has been approved as a financial promotion by Abundance Investment, who are authorised and regulated by the Financial Conduct Authority (525432). Approval date: 7 March 2024.

**TACKLING THE CLIMATE EMERGENCY TOGETHER IN SOUTHWARK**

**Southwark Council**

*Advertising poster for the first round of Southwark Green Investment*



## External engagement

Over the last year, we enhanced the way that we are engaging with various groups in the borough.

### Community stakeholder panel

This group includes local organisations that are interested in climate change and groups that represent local communities. It held its first meeting in September 2023 and is now holding quarterly meetings.

### Southwark climate action schools network

This started in 2022, and now includes 21 schools. Over the next year, we will be continuing to grow the network and will be helping schools to adopt a school climate plan.

### Delivery partner network

This group includes our large organisations, like universities and hospitals. The group held its first meeting in January 2024 and will work to share knowledge and identify opportunities to work together to deliver our climate ambition, for example through partnering on funding bids.



*We will be continuing to grow our network of climate schools next year*



*An immersive performance by the Black Men's Consortium at Southwark Climate Day*

### Local businesses

We have been using a range of forums to engage with businesses. This year we have been helping the Southwark Climate Collective. This is a new network created to help small and medium sized businesses take positive environmental action.

### Southwark biodiversity partnership

This group has been running since 2004 to help promote and protect local nature. It plays a vital role in managing our green spaces for plants and wildlife.

## Southwark Climate Day

This year Southwark Climate Day took place on 22 June 2024. The event brought together over 350 people who live, work and spend time in the borough. The day included immersive theatre, skills workshops and wildlife talks. We also had free clothes swaps, places to get household items repaired and bike servicing.



# THE LAST YEAR IN ACTION

Our climate action plan details how the council is working to address its emissions. A full set of actions, milestones and progress can be viewed through the climate action plan online dashboard at [southwark.gov.uk/climate-dashboard](https://southwark.gov.uk/climate-dashboard)



New LED lighting  
at Peckham Library

## Tackling our own emissions

We have been working hard to set an example and reduce our own emissions, through a range of projects.

### Greener buildings

We have set ourselves the target of halving the council's operational emissions by 2026. We committed £5 million from the council's climate capital fund to support this.

We're focussing on our buildings, as the biggest sources of emissions, particularly our libraries and leisure centres. Some key projects delivered this year have seen:

- a major £1.5 million refurbishment at Peckham Library with new LED lighting and low-carbon heating
- installing heat pumps at 11 other council buildings, including John Harvard Library and Peckham Registry Office
- new pool covers at some of our leisure centres to help us save costs and reduce wasted energy

We're also continuing to roll-out new LED streetlights. We have replaced 9138 of these and are ahead of schedule to replace 11,000 across the borough.

## Divesting our pension fund

As of March 2024, there has been a 79% reduction in our pension fund's carbon footprint. This is a further 19% from the previous year.

## 100,000 trees milestone

The council are about to celebrate the planting of the 100,000th tree in Southwark, this included planting 5,000 trees between November 2023 and March 2024. We currently estimate our canopy cover to be 18% of the borough. This included working with 17 schools to plant 586 trees and getting 225 volunteers involved.



**5,000  
NEW TREES  
PLANTED**



**17 SCHOOLS  
HELPED PLANT  
586 TREES**



## Helping communities take action

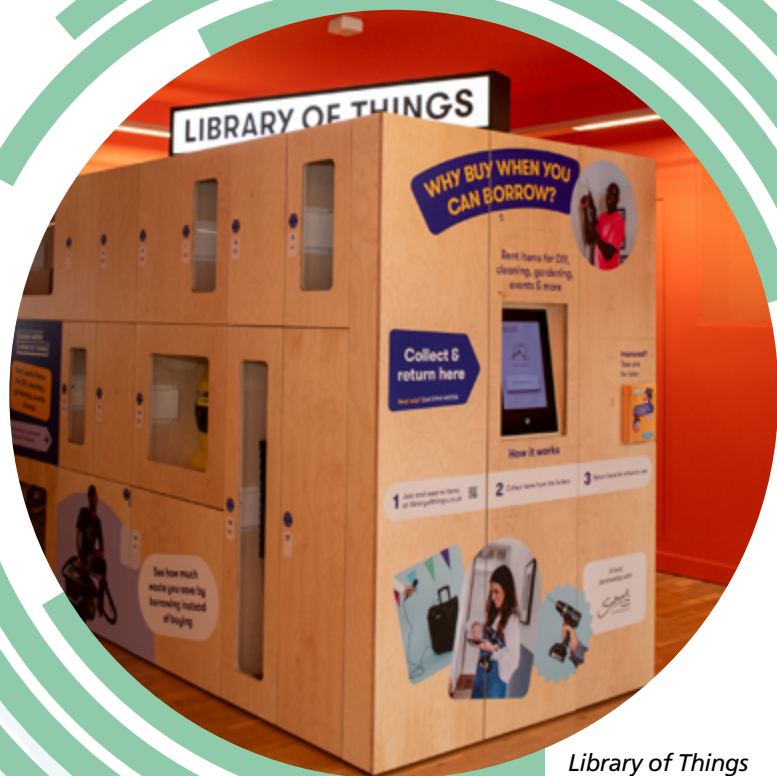
### Library of Things

In June 2023, we opened Southwark's first Library of Things at Canada Water Library. As of March 2024, over 700 residents have used the service, borrowing items instead of buying them. It has saved the borrowers over £140,000, saved 21 tonnes of carbon and 7.5 tonnes of waste from going to landfill.

**700 RESIDENTS BORROWED**

**SAVED BORROWERS  
£140,000**

**SAVING 21 TONNES  
OF CARBON**



*Library of Things  
at Canada Water  
Library*



*Two expert  
advisors at the  
LSBU Energy  
Advice Centre*

### Providing free green homes advice

We have continued to support the Energy Advice Centre at London Southbank University. This provides a free green homes advice service for residents. Over the past year, it gave 128 pieces of advice out to help residents make their homes more efficient and reduce bills. We have also added a new offer, which provides advice to residents to stay cooler in the summer.

### Energy savers service

The energy savers service continues to run. This is a services available through Citizen's Advice Southwark. Since opening in 2022, it has delivered £227,686 of support to residents looking to save on their heating bills. So far, it has supported 741 vulnerable residents (as of January 2024).



## Southwark Community Energy Fund

We opened the first round of our community energy fund. This is for community groups, schools and faith groups to make green improvements to their buildings. £400,000 has been awarded to 22 projects – from solar panels on schools to a fuel poverty outreach programme.

**“This funding launched our mission to help relieve fuel poverty on local council estates. It will fund the feasibility studies for installing solar panels on the roofs of the estates, selling the electricity to local businesses, and using the surpluses to help families experiencing, or at risk of, fuel poverty”**

Clive Shaw from SE1 Solar, a community benefit society based in Borough and Bermondsey which have been awarded funding.



*Clive Shaw with Kipling Estate resident Beverley*

## Community gardening network

We have a network of community gardeners that we are continuing to grow. This also supports food growing in the borough. This year we have launched a new Compost Doctor service to help gardeners and new groups learn more about how to compost.

Over the past year we have exceeded our objective of creating 200 plots, by creating 211 plots, with a further nine planned. This includes 26 plots at Rouel Road, our biggest community garden built yet.



*Rouel Road Allotment*







*Cycle skills training  
in Southwark*



**CYCLE  
TRAINING FOR  
6000  
RESIDENTS**



**INCREASED  
CYCLE  
HANGARS TO  
738**



**29  
MORE  
SCHOOL  
STREETS**



**INCREASED  
CHARGING  
POINTS TO  
1600**

## Streets for People

In July last year we launched our Streets for People strategy which set out a major expansion of our active travel work. Through this programme we have seen a number of successes already as:

- the number of school streets has increased to 29
- over 6,000 residents have taken part in our cycling training
- more than 3,000 people have downloaded the new BetterPoints app, which “pays” residents to walk, cycle or take public transport by rewarding them with points that can be spent at local businesses or donated to charity
- a new sharing scheme was launched, allowing businesses, community groups and individuals to hire out a new fleet of electric cargo bikes
- 244 residents took up our bike loan scheme
- we installed 738 cycle hangars to increase the spaces for residents to store their bicycles safely

We’ve delivered 1600 electric vehicle charge points in the borough – surpassing our target for delivering 1000 more. We also have developed an electric vehicle plan. This will help us take this work even further and make sure there is access to charging points in every part of the borough.

## Preparing Southwark

As well as taking action to reduce our emissions, we are also working to respond to the impacts of climate change that are already being felt. Last year we adopted our first climate resilience and adaptation strategy. This followed a public consultation in autumn 2023. The strategy sets out how we will protect communities, homes, infrastructure, and the environment from the impacts of climate change. This includes extreme weather such as heat and flooding, risks to water and food supply as well as the emergence of new pests and diseases.

In our consultation we heard from residents and businesses about the impacts of climate change that are already being felt. It painted a vivid picture for the importance of this strategy in Southwark. It showed us that despite being a relatively small area the impacts of climate change are felt very differently, depending on where you live or work in the borough.

The strategy is being supported by £1 million of funding to spend on key projects. These projects will address things such as flooding and overheating in areas more exposed to climate change. A detailed action plan has been produced that builds on resident feedback, such as developing an approach to address 'hot homes' in the borough, something highlighted by the Bureau of Investigative Journalism, whose landmark study revealed the effects of hotter summers on UK housing.



*Planting scheme on Maurice close with tree planting and rain garden which helps combat flooding.*





*The circular economy was promoted as part of Southwark Climate Day*



## Supporting green businesses

### Climate collective

Southwark Climate Collective now offers expert advice to small and medium businesses in the borough. This advice is on waste, freight, energy, and supply chains. This will support 160 businesses across the borough to make plans for reducing emissions.

### Pioneers fund

Southwark Pioneers Fund is our programme of support for business founders and aspiring entrepreneurs in Southwark. So far 15 green businesses have been supported in the last financial year.

## More of the year in numbers



**1817**  
**GREEN JOBS**  
**CREATED**

in roles ranging from insulation and lighting to tree planting



**341**  
**SOUTHWARK**  
**RESIDENTS**

trained through LSBU Green Skills Hub

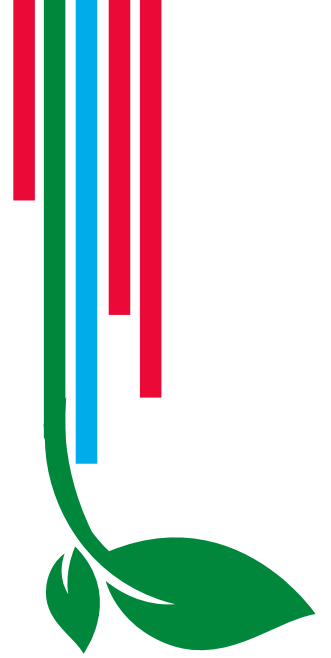
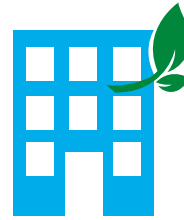


# LOOKING AHEAD

## Greening our buildings

There will be an ongoing focus on our programme of greening our buildings, concentrating our effort on our largest buildings and leisure centres.

We will be putting strategies into place for different types of buildings we own and use. This will help us target our work and money on the most inefficient buildings.



## Streets for People

We will be continuing to support the borough to move away from favouring cars by freeing up space for walking, cycling and public transport. This includes:

- agreeing plans for how we will deliver the changes that residents told us they would like to see on their streets, during our year of engagement, and continuing with implementation
- continuing to deliver cycle training to adults and children of all ages
- launching our walking, cycling and electric vehicle plans

## Southwark 2030 strategy

We will use our work to deliver the goals of Southwark 2030. Each Southwark 2030 goal has a direct link to action that tackles the climate emergency in a just and fair way. These goals are:

- decent homes for all
- a good start in life
- a safer Southwark
- a strong and fair economy
- staying well
- a healthy environment

This will support our ambition to build a better future for our residents and provides the opportunity to align our climate action with the priorities residents have set out for the borough.



Feedback from school children as part of Streets for People

## Council supply chain emissions

We will be creating a new approach to reducing the emissions that result from the contracts and services we buy. As shown by the data above, this is the largest area of emissions (scope three) that we as a council are responsible for. This will allow the council to understand the areas of greatest opportunity, given the scale of what we purchase, and to then work more directly with suppliers in reducing emissions.

## Helping residents tackle their emissions

We will be rolling out food waste collections to every household in Southwark. Food waste collections will help us reduce the amount of waste going to landfill. Less waste going to landfill will help us to reduce carbon emissions.



## Strengthening our planning policy

Work to enhance planning requirements is well underway. Improved policy in this area is vital in ensuring new development considers both its climate impacts through reduced emissions, but also resilience to issues such as overheating and flooding. The council has been working on major pieces of planning policy and guidance to help us do this and will hold a public consultation on these this year:

- an early review of relevant parts of the Southwark Plan
- new Climate and Environment, and Householder Supplementary Planning Documents

These will help ensure that new development responds to the climate emergency.

## Our 2025 strategy and action plan update

In September 2025, we will be at the halfway point on the journey to doing all we can to be a carbon neutral borough. We need to make sure that our strategy and action plan are still as targeted and effective as possible. To do this we will be carrying out a mid-point review and refresh. This is an important piece of work to make sure we can make the best use of the next five years of climate work.

# ADDRESSING THE CHALLENGES

Each year we set out how we are responding to ongoing challenges around funding, resource and behaviour change. These barriers continue to affect our ability to match action to the scale of our ambition.

## Funding

There continues to be an immense funding gap, which needs to be closed if we are going to realise our ambition to become carbon neutral. In 2021, we estimated the capital cost of delivering the strategy to be £3.92 billion. Given the significant increase in inflation since 2021, this funding gap is getting larger as costs increase.

**£6 MILLION**  
raised by 2030 through  
Southwark Green Investment

## What we're doing

- green finance has been a major focus for the past year and will continue to be for the next year, with a dedicated Deputy Cabinet Member in post
- we launched Southwark Green Investment, which will raise £6 million by 2030 whilst also creating new opportunities for residents and businesses to get involved
- we are actively applying for external funding opportunities wherever possible with an ongoing stream of applications. We will also explore opportunities to work with other London boroughs on joint funding applications
- maximising spend from existing funding pots such as the Green Buildings Fund
- actively lobbying government on council housing financing. In March 2024 we hosted a major summit with council leaders from across the country. We discussed the future of our country's council housing and to agree what is needed to establish a green and decent homes programme that both improves the quality of housing and accelerates climate action.

*In February 2024, we signed the climate bond pledge as we launched Southwark Green Investment*





## Resources

There are also challenges around resources and the expertise needed across the borough to reduce carbon. Our wide-ranging actions need to be delivered at pace but also have to be done alongside other demands. Similarly, if we are to reduce emissions many more people need to be trained in new green jobs to carry out this work.

### What we're doing

- we have addressed some resource gaps, with roles focussed on maximising external funding opportunities and increased project management resource on energy related work. However, we recognise that this is a council-wide challenge and with that in mind will be launching climate change training for wider staff
- at a borough level, we also continue to work hard to address the skills gap that exists in delivering a green future, through London South Bank University Green Skills Hub

## Changing behaviours

To deliver our action plan for the whole borough, we will need extensive behaviour change from stakeholders, businesses and residents across the borough.

### What we're doing

- our streets for people programme is helping increase active travel in the borough by supporting residents to do more walking and cycling
- we have established new engagement networks with key stakeholder groups to help us engage more meaningfully with different communities in the borough and will also be hosting our annual Climate Day
- we are also continuing to promote ranges of positive climate change behaviours as part of other council projects and communications such as through our green savers campaign

## FOLLOW OUR PROGRESS NEXT YEAR

Keep up to date with our work by visiting our website [www.southwark.gov.uk/climate](http://www.southwark.gov.uk/climate)

From here you can also sign-up for our regular climate newsletter with information about climate events, news, jobs and funding opportunities in the borough.

Go to [www.southwark.gov.uk/environment/climate-emergency-sign-up](http://www.southwark.gov.uk/environment/climate-emergency-sign-up)

Action Plan themes

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

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	New/Existing	The phase the action is in: R&D / Engagement / Implementation / Completed / Closed	Councillor responsible for action	Is this action part of the 2022 Council Delivery Plan? Yes / No / Partly	Director accountable for action	The team leading on this action	What work has been completed since April 2023 to March 2024	The key milestone(s) for this action for 2023/24	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete (as of March 2024)	Missed Milestone at March 2024	Comment
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 and new buildings	A.1.i	Define options for energy performance standards, Energy Use Intensity targets and policy response to update the Building Regulations 2022	Define options for new a new planning policy that requires better energy performance. This will explore the use of absolute energy target methodologies through the Early Review of the Southwark Plan	Existing	Research & Design	Clr Dennis	N	Stephen Piatts	Planning Policy	Draft evidence base from the consultants have been received. Viability testing will be commissioned to ensure that the new policy will not negatively impact development viability. It is projected that the Early Review for P69 and P70 of the Southwark Plan will go to Cabinet in Autumn 2024.	Conduct the early review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030	Formal consultation on the early review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030.	2025	N	
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 and new buildings	A.1.ii	Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions	Review planning policy to support the retrofitting of buildings to reduce carbon emissions.	Existing	Research & Design	Clr Dennis	N	Stephen Piatts	Planning Policy	Climate and Environment SPD draft has been completed. It will go to Cabinet to agree external consultation in July 2024.	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 prepared Conduct the early review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030. Add guidance in Householder SPD.	Climate and Environment SPD and Householder Design Guide SPD to go to consultation and then adoption. Formal consultation on the early review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030.	2024 for SPDs Jan to March 2025 for Early Review	N	
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 and new buildings	A.1.iii	Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality	Include revised wording in the energy policies updated in the Southwark Plan Early review to include building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality	Existing	Research & Design	Clr Dennis	N	Stephen Piatts	Planning Policy	Climate and Environment SPD draft has been completed. It will go to Cabinet for external consultation in July 2024. It includes additional guidance on these topics.	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 Draft Climate Change SPD to be prepared	Climate Change SPD to go to consultation and then adoption Formal consultation on the early review of the Southwark Plan in the context of climate change adaptation, biodiversity and air quality	2024 for SPD Jan - March 2025 for Early Review	N	
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.i	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	Revise the planning policy in the early review of the Southwark Plan to encourage the use of recycled materials in new development as a means of reducing the embodied carbon of new development	Existing	Research & Design	Clr Dennis	N	Stephen Piatts	Planning Policy	Climate and Environment SPD has guidance on circular economy statements regarding P62 Reducing Waste. Guidance on circular economy is also present within the recently received Etlude study (Part C). The SPD will go to Cabinet for external consultation in July.	Conduct the early review of Southwark Plan reducing waste policy (P61) in relation to recycled materials to reduce embodied carbon in new build development. Draft Climate Change SPD to be prepared.	Climate Change Supplementary Planning Document to be adopted. Formal consultation on the early review of the Southwark Plan.	2024 for SPD Jan - March 2025 for Early Review	N	
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.ii	Ensure compliance with stronger planning rules to make sure all new developments meet high green standards	Improve energy efficiency in all new major development by adopting standardised measuring frameworks through new planning policy	Existing	Research & Design	Clr Dennis	Part	Stephen Piatts	Development Management / Planning Policy	Evidence base study has been received which contains both a technical evidence and policy options for new policies on standardising the energy performance of buildings using operational energy	Adopt new policy to ensure energy measuring frameworks can be used to close the performance gap between consented, constructed and in use schemes in the Early Review of the Southwark Plan	The updated Southwark Plan is adopted by council	Targeted for delivery in subsequent financial years	N	
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.iv	Adopt a new Southwark carbon price to incentivise onsite carbon reduction in new development (This would form part of Carbon Offset Strategy)	Assess options for a new Southwark carbon price to incentivise onsite carbon reduction in new development.	New	Research & Design	Clr Dennis		Stephen Piatts	Planning Policy	Technical evidence base study has been received which contains both a technical evidence base and policy options for how to establish a new carbon price based on PV modelling and predicted energy use.	Prepare carbon price options	Adoption of new Southwark Carbon Price	Early Review of Southwark Plan Adoption 2026	N	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.i	Highlight best practice and leading examples of decarbonised buildings		Existing	Engagement	Clr Dennis	N	Stephen Piatts	Old Kent Road Team and Development Management	The Old Kent Road Area Action Plan contains detailed design guidance for DHN connection. It is due to go to cabinet in summer 2024 to agree public consultation.	A yearly review will be conducted to identify best practices and leading examples of decarbonised buildings which we can publish online. Progress so far includes the identification of the buildings.	Yearly review for content	Ongoing	N	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.ii	Launch a Southwark Green Finance Initiative	Launch further Southwark Green Finance Initiatives	Existing	Research & Design	Clr Batteson / Clr Hickson	Y	Tom Sharland	Climate Change Team	First South Green Finance initiative launched Q1 2024; the Southwark Green Investment CMI	Southwark Green finance launches	Launch first Southwark Green Finance initiative	2024	N	

Action Plan themes

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

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet	Suggested new milestones wording (Either revised milestones or new milestones)	Suggested new milestones completion date (Either revised milestones or new milestones)	Suggested new milestones KPI (Either revised milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestone 2023/24 (Red, Amber or Green)	Estimated Cost of Milestone 2023/24	Type of Carbon Saving Attributed to Action
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	What is the new milestone?	When the milestone will now be completed by	What is the new KPI?	The major risk(s) to the milestone(s) being completed	Red / Amber / Green risk assessment for the upcoming milestone Grey is a consolidated action point	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m	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 and new buildings	A.1.i	Define options for energy performance standards, Energy Use Intensity targets and policy response to update the Building Regulations 2022	Define options for new a new planning policy that requires better energy performance. This will explore the use of absolute energy target methodologies through the Early Review of the Southwark Plan	Conduct the Early Review of the Southwark Plan retrofit policies P62, P69 & P70 and ensure they align with the net carbon zero target by 2030.		Reg. 18 consultation on the Early Review of the Southwark Plan policies on energy and retrofitting. To ensure that these policies align with the net carbon zero target by 2030.	Resource Timeline		Low	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 and new buildings	A.1.ii	Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions	Review planning policy to support the retrofitting of buildings to reduce carbon emissions.	1. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 2. Adoption of the Climate and Environment SPD.	1. 2024 2. 2025	The draft Climate and Environment SPD adoption following external consultation. Reg. 18 consultation on the Early Review of the Southwark Plan retrofit policies and ensure that these policies align with the net carbon zero target by 2030.	Resource Timeline		Low	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 and new buildings	A.1.iii	Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality	Include revised wording in the energy policies updated in the Southwark Plan Early review to include building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality	1. Consult on the early review of the Southwark Plan in the context of climate change mitigation and adaptation through environmental policy such as energy efficiency and carbon emissions from operational energy. 2. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 3. Adoption of the Climate and Environment SPD.	1. 2025 2. 2024 3. 2025	Climate and Environment SPD and Householder Design Guide SPD to go to external consultation Reg. 18 consultation on the Early Review of the Southwark Plan retrofit policies and ensure that these policies align with the net carbon zero target by 2030	Resource Timeline		Low	Enabling
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.i	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	Revise the planning policy in the early review of the Southwark Plan to encourage the use of recycled materials in new development as a means of reducing the embodied carbon of new development	1. Conduct the early review of Southwark Plan reducing waste policy (P62) sustainability (P69) and energy (P70) in relation to recycled materials to reduce embodied carbon in new build development. 2. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 3. Adoption of the Climate and Environment SPD.	1. 2025 2. 2024 3. 2025	Adoption of Climate and Environment SPD and Householder Design Guide SPD following external consultation. Reg. 18 consultation on the Early Review of the Southwark Plan retrofit policies and ensure that these policies align with the net carbon zero target by 2030.	Resource Timeline		Low	Enabling
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.ii	Ensure compliance with planning policies for improved energy efficiency in all new build properties by creating standardised measuring frameworks	Improve energy efficiency in all new major development by adopting standardised measuring frameworks through new planning policy	Early Review for policies P69 & P70 Energy of the Southwark Plan (2022)	2025	The updated Southwark Plan is adopted by council	Resource Timeline		Low	Enabling
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.iv	Adopt a new Southwark carbon price to incentivise onsite carbon reduction in new development (This would form part of Carbon Offset Strategy)	Assess options for a new Southwark carbon price to incentivise onsite carbon reduction in new development. (This would form part of Carbon Offset Strategy)	Early Review for policies P69 & P70 Energy of the Southwark Plan (2022) to adopt offsetting mechanism to achieve net zero carbon balance.	2025	Adoption of new Southwark offsetting policy within Southwark Plan	Resource Timeline		Low	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.i	Highlight best practice and leading examples of decarbonised buildings	Launch further Southwark Green Finance Initiatives				Resource		Low	Enabling
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.ii	Launch a Southwark Green Finance Initiative	Launch further Southwark Green Finance Initiatives				Funding		High	Enabling

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.v	Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions		Existing	Implementation	Cllr Batterson	Y	Tom Sharland	Climate Change Team	Agreement that the service will continue to run until September 2024. 128 pieces of advice given and stalls held as means of outreach at leisure centres and Canada Water Library.	Continue service beyond the trial period with LSBU	Number of residents given advice	2023 - Milestone complete	N		
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.i	Through the Green Buildings Fund, allocate £2 million for internal capital projects that meet the eligibility criteria by 2024		Existing	Engagement	Cllr Batterson	N	Tom Sharland	Climate Change Team	Scoping of internal projects underway	Continue to allocate and disperse funds for council projects Open the fund to external applicants	Allocate £2 million in funding for Southwark Council capital projects that meet the criteria of the Green Buildings Fund by 2024	2024	N		
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.iv	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		Existing	Implementation	Cllr Ennin	N	Matt Cubb	Regulatory Services - Housing Enforcement Team	16 landlords signed up to Gold Standard charter. The Secretary of State approved the council's request for two further selective licensing designations.	Updated milestones to be agreed once Secretary of State approval received. This will be reported in the 23/24 annual report.	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.	2023	N		
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.iii	Set policy and share best practice on installing non-gas heating systems in new non-domestic development that is not connected to SELCHP	Adopt new planning policy as part of the Southwark Plan early review and share best practice on installing non-gas heating systems in new non-residential development that is not connected to the SELCHP District Heat Network	Existing	Research & Design	Cllr Dennis	N	Stephen Platts	Development Management & Planning Policy	Climate Change and Environment SPD draft has been completed and includes additional guidance on these topics. The SPD will go to Cabinet for external consultation in July 2024.	Adoption of SPD 2024. Draft OKR AAP consultation	Adopt relevant guidance in the Climate Change and Environment Supplementary Planning Document and new policy in Old Kent Road Area Action Plan. Website updated.	2024 for SPD, OKR Ongoing	N		
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.v	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	As part of our major influencing strategy on council housing financing, including our joint report to government, ensure we include policy and funding recommendations on retrofit and net zero.	Existing	Research & Design	Cllr Williams	N	Stephen Gaskell	Policy and Public Affairs	Public affairs influencing strategy on council housing financing has been prepared. Major housing policy report has been commissioned which will make recommendations to government, including for the funding and policies needed to retrofit homes. The council hosted a Summit with council leaders from across the country to inform our report and influencing.	Draft housing policy report and make recommendations to government on funding and policies for housing retrofit	Launch of advocacy campaign	2023	N		
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Carry out energy audits on the largest energy-consuming properties in the council's operational portfolio to tailor support and improvements		Existing	Complete	Cllr Cryan	N	Ben Plant	Corporate Facilities Management & Asset Management Teams	Action is now complete.	Action is now complete.					
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Prepare a decarbonisation strategy for council operational buildings and leisure centres that prioritise energy efficiency improvements and maximises funding for the buildings with the highest carbon emissions.		Existing	Complete	Cllr Cryan	N	Ben Plant / Sophia Looney / Tom Sharland	Corporate Facilities Management & Asset Management Teams, Leisure	Decarbonisation strategy commissioned with final strategy due Q1 24/25						
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		Existing	Research & Design	Cllr Cryan	N	Ben Plant	Corporate Facilities Management	Technical study and design completed for replacement of boilers at 160 Tooley Street with an air source heat pump.	Completion of feasibility studies	Additional feasibility studies underway	2023 - Milestone complete	N		
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		Existing	Implementation	Cllr Cryan	N	Ben Plant	Corporate Facilities Management	Public Sector Decarbonisation Scheme (PSDS) funding bid submitted in November 2023 for Tooley Street, the council's highest-consuming operational building. Identification of further funding sources underway.	Priority works identified through commenced Operational Building Decarbonisation Strategy. PSDS bid submitted	Priority works agreed	2023	N		
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		Existing	Implementation	Cllr Cryan	N	Ben Plant	Corporate Facilities Management	A £1.5m refurbishment of Peckham Library was completed in July 2023, including low carbon heating and LED lighting. 11 air source heat pumps have been delivered to date, including at John Harvard Library and Peckham Registry Office. 9 sites have solar PV to date	Depending on the outcome of feasibility assessments, projects totaling 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 PV schemes > additional fabric improvement works (which includes two schools)	Feasibility studies complete and projects started	2024	N		
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iv	Implement decarbonisation of council operational buildings with the highest carbon emissions or through building maintenance.		Existing	Implementation	Cllr Cryan	N	Ben Plant	Corporate Facilities Management	A £1.5m refurbishment of Peckham Library was completed in July 2023, including low carbon heating and LED lighting. 11 air source heat pumps have been delivered to date, including at John Harvard Library and Peckham Registry Office. 9 sites have solar PV to date						
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		Existing	Research & Design	Cllr Ali	N	Stephen Platts	Sustainable Growth	Potential funding streams being identified e.g. GLA LCEF - (Confirming).	£25k to be spent on gaining Display Energy Certificates to Council Schools, this will inform which schools need retrofitting	Display Energy Certificates obtained	2023 - Milestone Complete	N?		

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestone wording (Either revised milestone or new milestone)	Suggested new milestone completion date (Either revised milestone or new milestone)	Suggested new milestone KPI (Either revised milestone or new milestone)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.v	Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions		Review contract. Extend offer to building managers at schools and leisure centres	2024		Engagement		Low (£8k)	Enabling
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.1	Through the Green Buildings Fund, allocate £2 million for internal capital projects that meet the eligibility criteria by 2024					Timeline (difficulty identifying projects that meet funding criteria)		High (£2m)	Direct
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.iv	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		Five year targets are as follows: - 5 properties improved to EPC E - 40 communication efforts to be made to be made to E rate properties with advice on improving EPC ratings (Confirming this as a new milestone)	2028		Technical (landlords not signing up to the Gold Standard Charter) Resource (difficulties hiring qualified staff)		Low	Direct
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.iii	Set policy and share best practice on installing non-gas heating systems in new non-residential development that is not connected to SELCHP District Heat Network	Adopt new planning policy as part of the Southwark Plan early review and share best practice on installing non-gas heating systems in new non-residential development that is not connected to the SELCHP District Heat Network	1. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 2. Adoption of the Climate and Environment SPD. 3. Draft OKR AAP consultation	1. August 2024 2. Q4 2024/25 3. Q4 2024/25	The draft Climate and Environment SPD adoption following external consultation. Adopt new policy in Old Kent Road Area Action Plan. Website updated.	Resource Timeline		Low	Enabling
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.v	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	As part of our major influencing strategy on council housing financing, including our joint report to government, ensure we include policy and funding recommendations on retrofit and net zero.	Publish housing policy report and make recommendations to government on funding and policies for housing retrofit	2025		Resource		Low	Enabling
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Carry out energy audits on the largest energy-consuming properties in the council's operational portfolio to tailor support and improvements								Enabling
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Prepare a decarbonisation strategy for council operational buildings and leisure centres that prioritise energy efficiency improvements and maximises funding for the buildings with the highest carbon emissions.		Complete Decarbonisation Strategy and prepare delivery programme	2024	Strategy complete				Enabling
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					No major risks identified		Low	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		New milestone needed. Await outcome of PSDS bid	2024		Funding (not confirmed)		Low	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		deliver works in line with operational buildings strategy to reduce carbon by 50% by 2026.	2026		Project management and delivery resources		High	Direct
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iv	Implement decarbonisation of council operational buildings with the highest carbon emissions or through building maintenance.		Commission detailed decarbonisation plans where needed, and deliver works in line with operational buildings strategy to reduce carbon by 50% by 2026.	2026	Buildings retrofitted	Project management and delivery resources		High	Direct
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					Funding (not confirmed)			Enabling

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.v	Prepare a schools decarbonisation strategy for council own schools that prioritises energy efficiency improvements and maximises funding for schools with the highest carbon emissions		Existing	Research & Design	Clr Ali	N	Stephen Platts	Sustainable Growth						
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		Existing	Implementation	Clr Ali	N	Stephen Platts	Sustainable Growth	Both out to tender - £650k - £850k (£1.5m in total) for works costs. Additional funding needed in order to carry out the works as costs have already been occurred for design and planning	Delivery of works	Successful funding application	2023	N	
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		Existing	Engagement	Clr Ali	N	Stephen Platts	Sustainable Growth	Both out to tender - £650k - £850k (£1.5m in total) for works costs. Will need additional funding in order to carry out the works as costs have already been occurred for design and planning	Delivery of works	Works start on site	2024	N	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Implement decarbonisation of council owned schools that have the highest carbon emissions, or through schools maintenance.		Existing	Engagement	Clr Ali	N	Stephen Platts	Sustainable Growth	Brunswick Park Primary School Sports hall and Clampton Primary Schools out to tender - £550k - £850k (1.5m in total) for works costs. Will need additional funding in order to carry out the works as costs have already been occurred for design and planning					
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Maximise the opportunity from re-opening Southwark leisure centres to improve energy efficiency and reduce operational carbon emissions		New	Research & Design	Clr Mwanganye		Sophia Looney	Leisure	Pool cover upgrades made at five leisure centres through the Climate Change Capital Fund. Approval given to BMS upgrades at seven sites/ LED upgrade scheme approved (part funded externally)	Complete further carbon feasibility assessments to determine priority energy efficiency works	Commence programme of work	2023	N	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Implement decarbonisation of council leisure centres for the buildings with the highest carbon emissions or through building maintenance.		New	Research & Design	Clr Mwanganye		Sophia Looney	Leisure	Pool cover upgrades made at five leisure centres through the Climate Change Capital Fund. Approval given to BMS upgrades at seven sites/ LED upgrade scheme approved (part funded externally)					
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 - phase 2, buildings strategy.		New	Engagement	Clr Batterson (lead) / Clr Cryan / Clr Mwanganye		Tom Sharland	Climate Change Team	Operational Buildings Decarbonisation Strategy has been commissioned.	Publish council buildings decarbonisation strategy defining net zero pathway up to 2030.	Strategy approved. Delivery plan prepared	2024	N	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.vi	Install clearer, safer, greener LED street and estate lighting across the whole borough		Existing	Implementation	Clr McAsh	Y	Matt Clubb	Traded Services	As of January 2024, 9138 street luminaries have been replaced with LED luminaries. (Confirming figures for Q4 23/24)	Install 9000 LED luminaries by end of Q4 23/24.	9,000 luminaries replaced with LEDs	2026	N	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.vii	Ensure all council buildings are moved to 100% renewable energy tariffs.		Existing	Implementation	Clr Batterson	N	Tom Sharland	Climate Change Team	All operational on green electricity tariffs. Continue to review for green gas, but challenging market especially if price increases have to be passed to residents	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	N	
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	Deliver a Climate Action Schools network to tackle the climate emergency	Existing	Engagement	Clr Ali	Y	Tom Sharland	Climate Change Team	First meeting took place focusing on Biodiversity and Air Quality. New School Climate Action Guide is being developed 121s held with schools, questionnaires responses collected, working group joined with other boroughs, research into DIE targets and Southwark Climate Action Plan Guide conducted as method to increase SCAS members. Launch of Southwark School Climate Action Plan Guide	Climate Action Schools Network to continue supporting schools in developing climate action plans and getting schools to sign up to Let's Go Zero.	20 schools signed up to Let's Go Zero and Climate Action Schools meetings taking place every term.	2023	N	
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 properties - phase 1, feasibility studies		Existing	Implementation	Clr King	X	Stuart Davis	Asset Management	Major works priorities have changed. Brandon Estate capital works are no longer a priority.	Undertake feasibility studies for the Brandon Estate	Brandon Estate feasibility assessments complete	2023	X	Project not feasible
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.i	Prepare a council housing decarbonisation strategy, and prioritise energy efficiency improvements and maximise funding for housing with the highest carbon emissions		New	Implementation	Clr King	Y	Stuart Davis	Asset Management						
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		Existing	Implementation	Clr King	X	Stuart Davis	Asset Management	1185 condensing boilers installed in 23/24. New condition surveys to be commissioned for all properties which will include considerations around carbon reduction.	Align homes decarbonisation with Social Housing Improvement Plan (formerly Asset Management Strategy) to progress	Publish Social Housing Improvement Plan including costed emissions reduction pathway. Identify and bid on other sources of funding.	2026	N	

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.v	Prepare a schools decarbonisation strategy for council own schools that prioritises energy efficiency improvements and maximises funding for schools with the highest carbon emissions		Complete Decarbonisation Strategy and prepare delivery programme	2025	Strategy complete	Funding (not 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		2026 Find funding and contract to complete the work - Completion date 2026	2026		Funding - access to school as work can only be carried out during term time - finding the correct appropriate consultants has also proved difficult.		High	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		Find funding and contractor to complete the work - Completion date 2026	2026		Funding - access to school as work can only be carried out during term time - finding the correct appropriate consultants has also proved difficult.		High (£1.1m)	Direct
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Implement decarbonisation of council owned schools that have the highest carbon emissions, or through schools maintenance. Maximise the opportunity from re-opening Southwark leisure centres to improve energy efficiency and reduce operational carbon emissions		Commission detailed decarbonisation plans where needed, Deliver ongoing works	2030	Buildings retrofitted	Project management and delivery resources		High (£1.1m)	Direct
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Implement decarbonisation of council leisure centres for the buildings with the highest carbon emissions or through building maintenance.		Commission detailed decarbonisation plans where needed, and deliver works in line with operational buildings strategy to reduce carbon by 50% by 2026.	2026	Buildings retrofitted CO2 emissions reduced by 50%	Ability to work at speed in listed building		Low	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 - phase 2, buildings strategy.							Low	Direct
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.vi	Install clearer, safer, greener LED street and estate lighting across the whole borough		11,000 LEDs by 2026					High (£2.18m)	Direct
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.vii	Ensure all council buildings are moved to 100% renewable energy tariffs.		Explore green tariffs as part of renewal of the council energy contract, which will cover the period 2025-2030	2024				Medium (~300k)	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	Deliver a Climate Action Schools network to tackle the climate emergency	Climate Action Schools Network to continue supporting schools and develop climate action plans 2024 - Three meetings per annum. 25 schools in network	2024		"Timeline Resource"		Low	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		New milestone and date needed or close - See suggested update to action points			Funding		Medium	Enabling
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.i	Prepare a council housing decarbonisation strategy, and prioritise energy efficiency improvements and maximise funding for housing with the highest carbon emissions		Decarbonisation Strategy complete	2025	Strategy complete	Funding		Medium	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		New milestone and date needed or close - See suggested update to action points			Resource limited - resource to bid for funding		Low	Enabling



Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.4.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties – phase 3 proposed – current works		Existing	Implementation	Clr King	X	Stuart Davis	Regeneration & Development	Agreement to use ECO4 funding to deliver energy efficiency work to 95 properties –	Deliver ECO4 funding project	Deliver energy efficiency work to 95 properties.	2024	N	
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.iii	Implement decarbonisation of council housing that prioritises energy efficiency improvements for housing with the highest carbon emissions or through housing maintenance		New	Implementation	Clr King	Y	Stuart Davis	Regeneration & Development	Agreement to use ECO4 funding from energy companies to deliver energy efficiency work to 95 properties.					
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		Existing	Implementation	Clr King	N	Stuart Davis	Asset Management (Engineering Services)	Feasibility work has been undertaken. Work continues on the commercial and legal terms of contract, which is close to completion	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	Y	
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 Wyncham housing estates		Existing	Implementation	Clr King	N	Stuart Davis	Asset Management (Engineering Services)	Action is now complete.	Action is now complete.		2023	N	
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		Strategy	Research & Design	Clr King	N	Stuart Davis	Asset Management (Engineering Services)	Seven feasibility studies completed that will show efficiency improvements that are needed.	Procurement of seven further 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.	Complete feasibility studies	2023	Y	
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		Existing	Research & Design	Clr Dennis	Part	Stuart Davis	Housing & Modernisation	Quotes being sought for a cost/benefit review of Passivhaus for Ann Moss Way and Astley Estate	Identify location, cost scheme and secure funding	First Passivhaus scheme delivered	2026	N	
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		Existing	Implementation	Clr Dennis	Y	Stuart Davis	Housing & Modernisation	Quotes being sought for a cost/benefit review of Passivhaus.	Identify location, cost scheme and secure funding	First Passivhaus scheme delivered	2026	N	
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		Existing	Implementation	Clr McAsh	Y	Matt Clubb	Highways	738 cycle hangars have been installed by end of 23/24. An additional 20 were scheduled for March installations but have been postponed until June due to objections received at statutory consultation stage.	Increase the amount of hangars to 1000 in total by 2026	Number of cycle hangars in borough	2026	N	
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		Existing	Engagement	Clr McAsh	N	Matt Clubb	Highways	Work underway as part of the Streets for People programme to assess and prioritise improvements to the cycle network. Programme is conducting feasibility on a ward level, with delivery following as resources permit.	Consult on two new cycle schemes and secure funding for a further feasibility on Borough Rd Cycling Plan refreshed List of schemes approve by cabinet	Cycling Plan signed off by Cabinet	2023	Y	Streets for People consultation extended into 2024
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		Existing	Implementation	Clr McAsh	Part	Matt Clubb	Highways	Work to enhance the cycle network is underway as part of Streets for People strategy. Cycle Plan, due for adoption in summer 2024 - Km of segregated cycle lanes implemented for 2023/2024 is 1.3km on Lower Rd – C4	Increase signed cycle coverage by 7km	Adopt Cycling Plan and increase km of signed coverage	2025	N	
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		Existing	Implementation	Clr McAsh	N	Matt Clubb	Community Transport	Cycle training has been provided for - children - 1623 and Adults - 657	Tender for new cycle training contract March 2024 Provide cycle training for 3000 children and adults Promote training more widely	Cycle training is in place	2024	N	
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		Existing	Not Started	Clr McAsh	Y	Matt Clubb	Highways	Surveyed of following roads complete in order to improve the width of the footway and make it more accessible for pedestrians: Braganza Street, Sondes Street, De Laune Street, Dayton Grove Brandon Street. Design work complete and estimates received from contractors for Alberta Street and Sharstead Street	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	Project delivery	2026	N	
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	Highway design and construction minimises emissions through low-carbon design	Existing	Implementation	Clr McAsh	N	Matt Clubb	Highways	Ongoing use of carbon dashboard for highways construction processes. Trial of low carbon operations plants and HVO fuel to reduce operational carbon underway	Implement PAS 2080 - standard for managing carbon in building and infrastructure, looking at whole value chain and carbon reduction through intelligent design, construction and use.	Highways work begins to embed PAS 2080 and work towards accreditation	2024	N	
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		Close	Implementation	Clr McAsh	N	Matt Clubb	Highways	Close action - Duplication with F.1.vii					



Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestone wording (Either revised milestone or new milestone)	Suggested new milestone completion date (Either revised milestone or new milestone)	Suggested new milestone KPI (Either revised milestone or new milestone)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.4.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 3 proposed 3 current works					Timeline (delays to the Asset Management Strategy)		Very High (approximately £34m to bring up entire stock to EPC G)	Direct
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.iii	Implement decarbonisation of council housing that prioritises energy efficiency improvements for housing with the highest carbon emissions or through housing maintenance		Commission detailed decarbonisation plans where needed,	2030	Number of homes retrofitted	Timeline (delays to the Asset Management Strategy)		Very High (approximately £34m to bring up entire stock to EPC C)	Direct
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		2024						
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 Wyncham housing estates					Timeline Technical (heat pumps not achieving performance specification)		High (project capital +£8m)	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		Confirmation on further two feasibility studies as required by milestone	2024		Resource		Medium (£200k)	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								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					Funding		High	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					Funding and resource		High (£1.28m)	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		2025 - TL - submitted the Form A to start process of securing 2024/25 LIP funding on 3 November Adopted Cycling Plan	2025 - TL - submitted the Form A to start process of securing 2024/25 LIP funding on 3 November Adopted Cycling Plan		Flexible resourcing to then deliver the improvements is not consistently available.		Low (£25k)	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					Resourcing availability to deliver the improvements identified in the feasibility work.		High	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		Create container store in Peckham Rye to assist with cycle training					Low	Enabling
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					Resource		£1m	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	Highway design and construction minimises emissions through low-carbon design	New Milestone to be agreed			Funding		Medium (£200k)	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								

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
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		Existing	Implementation	Clr McAsh	Y	Matt Clubb	Highways	Action is now complete. 1600 EV chargepoints delivered in total - pause in delivery of lamp column CPs, focus on rapid CPs. A new EV Project Manager is due to join the team in 2024.	Action is now complete.	1600 EV installed	2024	N	
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)		Existing	Implementation	Clr McAsh	N	Matt Clubb	Asset Management	EV Plan public consultation complete. Review of responses underway. Recruitment underway for EV Project Manager	EV Plan adoption	EV Strategy complete and due to be signed off December. Recruitment will start soon for an EV PM	2023	Y	Consultation extended
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		Existing	Complete	Clr McAsh	Y	Matt Clubb	Parking Enforcement	A benchmarking review on estates parking was completed in November 2023. Our short term parking charges also have a surcharge for Diesel powered vehicles.	Action is now complete	Revised fees and charges from April 1st 2023	2024	N	
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		Existing	Not started	Clr McAsh	Y	Matt Clubb	Highways	Streets for People Strategy public consultation completed and review of responses underway. Objective 1.6 in the strategy is to provide every household with an alternative to owning a private vehicle, such as car clubs, within five minutes' walk, by 2030	Streets for People Strategy adopted.	Streets for People Strategy adopted.	2023	Y	Consultation extended into 2024
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	Implement controlled parking zones (CPZ) where supported by evidence	Existing	Implementation	Clr McAsh	N	Matt Clubb	Highways	66% of the road network is within an existing CPZ	100% of adopted roads by 2024	Implement parking controls on all streets across borough by 2024.	2024	N	
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		Existing	Implementation	Clr McAsh	Y	Matt Clubb	Highways	6 school streets with timed closures were delivered during 23/24 FY	All schools to have a school streets by 2026, where this is not possible provide other measures to create safer and more pleasant environments outside of schools.	School streets or similar measures for all schools in borough.	2026	N	
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 reliable and zero emission		Existing	Engagement	Clr McAsh	Y	Matt Clubb	Highways	Working with TfL to improve bus route on Peckham Rye. Funding secure from LIP for completion of design of Peckham Rye bus priority measures in 24/25.	Funding secured from LIP for completion of design of Peckham Rye bus priority measures in 24/25	Complete bus priority schemes in Peckham, and access to public transport scheme in Denmark Hill	2025	N	
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		Existing	Engagement	Clr McAsh	Y	Stephen Platts	Planning - Old Kent Road Team	Launched an economic impact report, with Central London Forward and Lewisham, at a well-attended parliamentary event. Revised our influencing strategy and communication materials.	Ongoing lobbying for support of Bakerloo line upgrade and extension	Campaign launched	2024	N	
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 influence the Mayor of London and TfL to prioritise their bus and active transport strategies, as well as fund upgrades to rail networks.	Use our position as a council and through regional bodies that Southwark sits on to influence the Mayor of London and TfL to prioritise their bus and active transport strategies, as well as fund upgrades to rail networks.	Existing	Engagement	Clr Williams	Y	Stephen Gaskell	Policy, Partnerships and Performance	Through the Leader's position as Chair of the Transport and Environment Committee, we are inputting into London Councils' engagement with TfL, supporting their negotiations with Government to secure a long-term funding settlement that can contribute to decarbonising and accessibility ambitions.	Ongoing engagement with London Councils, TfL and their negotiations with government to secure long term funding	Joint approach to lobbying national government on this area agreed	2024	N	
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		Existing	Close	Clr Cryan	Y	Dionne Lowndes	Digital Infrastructure	46,502 properties gigabit-enabled 114 properties with a gigabit connection Action now closed as both providers have stopped works and any additional connectors will be in the double digits.	Delivering fibre optic broadband to 6000 units per annum including homes, businesses and community centres	Delivery of fibre optic broadband to 6000 units per annum including homes, businesses and community centre	2024	N	
I. Reduce unnecessary journeys	2. Commercial journeys across the borough are influenced and consolidated to be more efficient	I.2.iii	Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads		Existing	Research & Design	Clr McAsh	N	Matt Clubb	Regulatory Services	Bankside trial complete in Jan 2024 Parcel Locker is installed at South Dock marina. Worked with Cross River Partnership to scope a consolidation centre.	Involve in Smarter Greener Logistics (SGL) project with Cross River Partnership. Use CALL project to explore feasibility of a micro hub at Surrey Quays Shopping centre and placement of lockers at South Dock Marina.	Secure funding to support Smarter Greener Logistics (SGL) project. Have signed up to the SGL.	2024	N	
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)	Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)	Existing	Complete	Clr McAsh	N	Tom Sharland	Climate Change	Action is now closed. The council objected to the expansion of city airport through the planning process.	Expanded communications online for residents around avoiding air travel.	Update council website to include more effective communication	2024	N	
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	Support long-term ways of working practices that enable decarbonisation through hybrid working models	Existing	Research & Design	Clr McAsh	N	Ben Plant	Human Resources	This work will be delivered as part of our new people strategy, which sets out the council's vision for working at the organisation in future. In 23/24, there has been significant engagement with staff at every level of the council to shape the strategy. Implementation will begin in 24/25.	Develop hybrid working policy	Consult on policy and framework	2024	N	
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		Existing	Not Started	Clr McAsh	N	Tom Sharland	Climate Change	Most recent staff survey conducted in 2020	New staff survey undertaken	Undertake staff travel survey	2024	N	
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		Existing	Research & Design	Clr McAsh	N	Matt Clubb	Climate Change	No further work to date	Scoping for salary sacrifice scheme and identify preferred supplier	Agree with HR a preferred scheme that can be adopted by the council	2023	Y	Resourcing/Prioritisation given to other projects
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		Existing	Implementation	Clr McAsh	N	Matt Clubb	Asset Management	EV Plan public consultation complete. Review of responses underway. Recruitment underway for EV Project Manager	Adoption of EV Plan. Identify new locations as part of EV Plan delivery.	Adoption of EV Plan	2023	Y	Consultation extended into 2024

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestone wording (Either revised milestones or new milestones)	Suggested new milestone completion date (Either revised milestones or new milestones)	Suggested new milestone KPI (Either revised milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
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					Technical (delays due to global material shortages)		Medium (€400k)	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)			2024		Resource		Low	Enabling
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		Continue to monitor and benchmark parking fees			Consultation		Low	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			2024		Resource		Low	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	Implement controlled parking zones (CPZ) where supported by evidence	Deliver new CPZs where supported by evidence	2026	Implement parking controls on all streets across borough by 2024.	Consultation		High	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					No major risks identified		High (€2.5m)	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 reliable and zero emission					Resource		High	Enabling
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					Resource		Low	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	Use our position as a council and through regional bodies that Southwark sits on to influence the Mayor of London and TFL to prioritise their bus and active transport strategies, as well as fund upgrades to rail networks.				Resource		Low	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					No major risks identified		Low	Enabling
I. Reduce unnecessary journeys	2. Commercial journeys across the borough are influenced and consolidated to be more efficient	I.2.iii	Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads		Agree new parcel locker project with Cross River Partnership			Funding		Low	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)	Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)				Resource		Low	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	Support long-term ways of working practices that enable decarbonisation through hybrid working models	Design new flexible working approach		Consult on new flexible working approach	Resource		Low	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					Timeline		Low	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			2025		No major risks identified		Low	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			2024		Resource Funding		Low	Enabling

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023-24	Reason for missed milestones 23/24	
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)		Strategy	Complete	Clr McAsh	N	Matt Clubb	Waste & Cleansing	Action complete. The potential for a trial of low emission HGV waste collection vehicles has been investigated but will not be taken forward at this time. The potential for such a trial in the future will be kept under review.	Decision to undertake eRCV trial or delivery	Completion and sign off of waste contract deed of variation 2022	2024	N		
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)		Existing	Implementation	Clr McAsh	N	Matt Clubb	Traded Services	Strategic Options Assessment Commercial Fleet Procurement agreed in Oct 2023 that ensures that reductions in emissions are achieved to support the council's target of zero carbon emissions by 2030. Fleet procurement framework agreed.	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	N		
L. Improve local renewable energy infrastructure	1. Increase direct access to renewable energy	L.1.i	Explore feasibility of buying energy for the borough through a Purchase Power Agreement (PPA)		Existing	Research & Design	Clr Batterson	N	Tom Sharland	Climate Change Team	Options have been developed for a combined PPA with a number of London boroughs.	Engage with other London authorities to assess possibility of a collaborative PPA	Meeting with other London boroughs to progress	2023	N		
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		Existing	Research & Design	Clr Batterson	N	Stuart Davis / Tom Sharland	Climate Change Team	Energy network report received from consultants that investigates the network impacts of decarbonisation in Lambeth, Lewisham and Southwark. South London Local Area Energy Plan (LAEP) project commenced with GLA.	Deliver Energy Networks feasibility project with Lambeth and Lewisham, to highlight work needed to ensure grid can cope with increased electrification. This work includes UKPN as a stakeholder.	Completion of feasibility project	2023	N		
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		Existing	Research & Design	Clr Williams	N	Stephen Gaskell	Policy, Partnerships and Performance	Public affairs priorities mean our influencing around climate change is via our housing and our transport priorities – where we think we have most influence and therefore can be efficient and effective.	Identify opportunities to support the Mayor of London in lobbying national government.	Joint approach to lobbying national government on this area agreed	2023	Y	Resourcing	
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	Explore increased support for renewables through the Early Review of the Southwark Plan and through Development Management processes	Existing	Research & Design	Clr Dennis	N	Stephen Platts	Planning Policy / Development Management	Energy technical Evidence Base study has been received. It contains a technical evidence base and policy options for helping to ensure that PV is maximised on available roofspace, with and without considering BNG and UGF requirements.	Conduct the early review of the Southwark Plan Prepare guidance in Climate Change and Environment Supplementary Planning Document (SPD)	Climate Change Supplementary Planning Document to be adopted Consult on and adopt the early review of the Southwark Plan	2024 for SPD Jan - Match 2025 for formal consultation on Early Review of Southwark Plan	N		
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	Deliver Southwark Community Energy Fund	Existing	Implementation	Clr Batterson	N	Tom Sharland	Climate Change	Round 1 of Southwark Community Energy Fund launched. Launch event complete with 37 attendees 50 applications received and reviewed 22 projects recommended for funding £400k will be invested in community energy projects	Launch Southwark Community Energy Fund to the public	Southwark Community Energy Fund launched	2023	N		
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		Complete	Implementation	Clr Cryan	Y	Clive Palfreyman	Finance	The energy savers service is available through Citizen's Advice Southwark and has delivered £227,688 of support to residents looking to save on their heating bills since opening in 2022. The service has supported 741 vulnerable residents as of January 2024.	Number of residents supported through Energy Savers Service	Service Launched Track number of households supported through the service.	2023	N		
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough.	P.1.ii	Prioritise solar panel installation and maximise project funding for social housing properties – phase 1- feasibility studies		Existing	Research & Design	Clr King	N	Ben Plant	Housing & Modernisation.	Asset Management budgets approved for 24/25 and 25/26 – no allocated budget for energy efficiency/carbon reduction measures.	Deliver ECO4 project	Number of homes	2022	N		
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 2 proposed & current works		Existing	Research & Design	Clr King	N	Ben Plant	Housing & Modernisation.	Asset Management budgets approved for 24/25 and 25/26 – no allocated budget for energy efficiency/carbon reduction measures.	Deliver ECO4 project	Complete fully costed plan for implementation of solar works at Luby Brown sheltered housing unit.	2024	N		
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		Existing	Implementation	Clr Cryan / Clr Batterson	N	Ben Plant	Corporate Facilities Management- Asset Management	Asset Management team secured ECO-funding for 95 pilots, to install insulation and improve EPCs.	Awaiting response	Completion of feasibility studies	Feasibility study complete	2023	tbc	
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		Existing	Implementation	Clr Cryan / Clr Batterson	N	Ben Plant	Corporate Facilities Management- Asset Management	Asset Management team secured ECO-funding for 95 pilots, to install insulation and improve EPCs.	Awaiting response	Projects to commence on-site		2025	tbc	
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		Existing	Implementation	Clr Cryan / Clr Batterson	N	Ben Plant	Corporate Facilities Management- Asset Management	Asset Management team secured ECO-funding for 95 pilots, to install insulation and improve EPCs.	Awaiting response	Subject to feasibility – a further three offices will have solar PV by 2026	Number of offices	2026	N	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough.	P.1.vii	Prioritise solar panel installation and maximise project funding for council owned schools – phase 1- feasibility studies		Existing	Research & Design	Clr Ali	N	Stephen Platts	Sustainable Growth	Action is now complete. Feasibility studies completed. The results showed that Crompton primary school roof is suitable for Solar PV. However, installation of Solar PV on Brunel Park school building will not provide value for money.	Complete feasibility		2023	N		

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestones starting (Either revised milestones or new milestones)	Suggested new milestones completion date (Either revised milestones or new milestones)	Suggested new milestones KPI (Either revised milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
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)					Technical (Industry-wide demand increasing which has extended delivery dates)		High (£1.6m: 5 eRCVs)	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)		Identify service area's commercial vehicle needs and possible funding models	2024	Agreed programme of approval and delivery	Timeline Consultation		Low	Enabling
L. Improve local renewable energy infrastructure	1. Increase direct access to renewable energy	L.1.i	Explore feasibility of buying energy for the borough through a Purchase Power Agreement (PPA)		Complete feasibility of PPA	2024		Technical - Needs buy-in from other London boroughs to progress Funding		Low	Direct
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		Complete initial stage of LAEP feasibility	2024		Resource		Low	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			2024		Resource		low	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	Explore increased support for renewables through the Early Review of the Southwark Plan and through Development Management processes	1. Conduct the Early Review of the Southwark Plan 2. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 3. Adoption of the Climate and Environment SPD.	1. 2025 2. 2024 3. 2025	The draft Climate and Environment SPD adoption following external consultation. Early Review of the Southwark Plan Policies P70 Energy to go to Cabinet for approval for Reg 18 consultation.	Technical (legislation changes) Resource Timeline		Low	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	Deliver Southwark Community Energy Fund		2025 - Launch Round 2 of fund 2026 - Completion of Round 1 delivery		Timeline		Low	Enabling
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			2025 - project end date?		Resource		Low	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			2025		Technical (proposal not accepted by senior officers or residents). Timeline (procurement) Funding		Medium (£500k)	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 2- proposed & current works					Technical (suitability of solar installation in certain properties) Resource-		Medium	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					No major risks identified		Low.	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					Funding (not confirmed)		Low	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					Feasibility study to be completed		High	Direct
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough.	P.1.vii	Prioritise solar panel installation and maximise project funding for council owned cohorts— phase 1- feasibility studies					Technical (lack of skills availability)		Low	Enabling

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.viii	Prioritise solar panel installation and maximise project funding for council-owned schools—phase 2—funding bids		Existing	Implementation	Clr Ali	N	Stephen Platts	Sustainable Growth	Feasibility study is completed. The results of the survey suggest to proceed with the installation of the Solar PV.  Prioritise solar panel installation and maximise project funding for council-owned schools—phase 2—funding bids  Action is now complete.	Complete feasibility	Feasibility study completed	2024	N	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.x	Progress the feasibility of a borough solar panel park		Existing	Research & Design	Clr Batterson	N	Tom Sharland	CCT	Solar feasibility study for the Longfield site complete. Decision made to not progress due to significant risk and timescales to secure grid connection.	Complete feasibility	Viability assessment complete	2023	N	
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	Partner with and invest in community groups to develop sharing and circular economy	Existing	Implementation	Clr Batterson	Y	Tom Sharland	Climate Change	Library of Things fully operational in Canada Water  Site was opened in July 2023. Up to April 2024 there has been 997 items borrowed by 720 people. 21.2 tonnes of carbon has been saved and 7tonnes of waste has been prevented.	Public launch of the Library of Things	Site open to public	2023	N	
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 improving recycling in areas with low rates		Existing	Implementation	Clr McAsh	N	Matt Clubb	Waste & Cleaning	Survey of recycling capacity in estates completed by Veolia, results have been handed over and analysed. Ongoing development of estate plans for 7 pilot estates.	Corporate key messages has been agreed to encourage behaviour change.  Veolia completed survey of recycling capacity in council estates	Survey completed, data analysed. Informing estate plans for pilot estates.	2024	N	
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		Existing	Implementation	Clr McAsh	Y	Matt Clubb	Climate Change	Survey of recycling capacity in estates completed by Veolia, results have been handed over and analysed. Ongoing development of estate plans for 7 pilot estates.  33% of waste recycled against 35% target.	Delivery of communications agreed through the Waste Management Strategy Extension	Survey completed, data analysed. Informing estate plans for pilot estates.	2023	N	
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	Reduce amount of waste sent to landfill by increasing household food waste collections in the borough.	Existing	Implementation	Clr McAsh	Y	Matt Clubb	Waste & Cleaning	Decision agreed in principle for a roll out of waste food collection scheme in autumn 2024. Project plan, budget and finance is in place.	An initial food waste plan to extend food waste provision to all households in Southwark	Delivery of food waste plan commences	2024	N	
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		Existing	Research & Design	Clr McAsh	N	Tom Sharland	Climate Change	Close Action.  LBS collects a small proportion of commercial waste. Businesses are well incentivised to recycle via their existing private waste collection contracts	No work complete on action in 2023/24		2023	Y	Recommend action is closed
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	Develop a promotion plan to encourage eating climate friendly diets and meat and dairy reduction.	Existing	Implementation	Clr Akoto	N	Sangeeta Leahy	Public Health	Sustainable Food Strategy, Right to Food Action Plan - published in Sept 23  Sustainable Food Action Plan is drafted and to be signed off in Q1 2024/25	The approach for a campaign will be considered within council's upcoming Sustainable Food Strategy.	Sustainable Food Strategy, Right to Food Action Plan and Sustainable Food Action Plan are published	2024	N	
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	Extend the School Meals Transformation programme to nursery and secondary schools, and use school procurement, the school curriculum, and catering promotions to promote less meat and dairy and increase vegetables, nuts and pulses in diets. Introduce meat free days at school meals.	Existing	Implementation	Clr Akoto	N	Sangeeta Leahy	Public Health	All schools taking part in the programme have a vegetarian meal option every day. Some schools have meat free days	Approach to campaign to be developed within council's upcoming Sustainable Food Strategy	Number of schools taking part in the programme	2023	N	
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)	Strengthen networks facilitating the donation of edible surplus food, such as the Southwark Food Action Alliance (SFAA)	Existing	Implementation	Clr Akoto	Y	Sangeeta Leahy	Public Health	Sustainable Food Strategy, Right to Food Action Plan - published in Sept 23	Approach for expanded networks to be developed within council's upcoming Sustainable Food Strategy	Sustainable Food Strategy, Right to Food Action Plan and Sustainable Food Action Plan are published	2023	N	
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		Existing	Engagement	Clr Batterson	N	Tom Sharland	Climate Change	Local economy team have planned a pilot project with Re.London, partnering with the BIDs to develop circular business ideas including supporting best practice for local supply chains.  The Southwark Climate Collective offer free expert support to businesses in the borough as part of their supply chain workstream.	Host a climate meeting with the BIDs to discuss best practice and strategies to progress	Project scoping document developed	2023	N	
S. Greener businesses and supply chains	2. Businesses are supported to improve rates of reuse and recycling	S.2.i	Utilise existing business networks to promote collection and recycling		Existing	Engagement	Clr Batterson	N	Tom Sharland	Climate Change	The Southwark Climate Collective offer free expert support to businesses in the borough as part of their waste workstream	Host a climate meeting with the BIDs to discuss best practice and strategies to progress waste consolidation, including visiting Better Bankside's waste consolidation point	Complete mapping exercise of business networks	2023	N	

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestones starting (Either revised milestones or new milestones)	Suggested new milestones completion date (Either revised milestones or new milestones)	Suggested new milestones KPI (Either revised milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.viii	Prioritise solar panel installation and maximise project funding for council-owned schools—phase 2—funding bids		The plan is to install the panels within this financial year			No major risks identified		Low	Enabling
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.x	Progress the feasibility of a borough solar panel park					Technical (issues connecting to the National Grid) Resource		Low	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	Partner with and invest in community groups to develop sharing and circular economy	Complete scoping assessment into viability and feasibility of expanding to further sites in the borough	2025	Make decision on new sites	No major risks identified		Low (£63k: Two year installation and maintenance)	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		Based on survey results identify areas where recycling capacity to be increased. Within Q4 2024 to introduce a collection change (as part of estate plans) to rebalance capacity between recycle and refuse collection in a pilot areas			Resource (needs dedicated communications resource for waste within the council) Funding		Low	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			2024		Resource		High	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	Reduce amount of waste sent to landfill by increasing household food waste collections in the borough.				Resource		High	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		Recommend action is closed	Recommend action is closed	Recommend action is closed	Resource		Low	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	Develop a promotion plan to encourage eating climate friendly diets and meat and dairy reduction.	Deliver promotion to encourage eating climate friendly diets and meat and dairy reduction	2024	Promotion planned and evaluated. 100 pledges are recorded	Resource Funding		Low	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	Extend the School Meals Transformation programme to nursery and secondary schools, and use school procurement, the school curriculum, and catering promotions to promote less meat and dairy and increase vegetables, nuts and pulses in diets. Introduce meat free days at school meals.	Procurement strategy for a School Food Framework for school food service, including climate and sustainability standards, agreed June 2024. Framework offered to schools by January 2025.	2025	Number of food projects supported. Neighbourhood food model is evaluated and a plan for future delivery developed.	Resource Funding		Low	Enabling
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)	Strengthen networks facilitating the donation of edible surplus food, such as the Southwark Food Action Alliance (SFAA)	Deliver promotion to encourage reducing food waste and further strengthen SFAA network through reviewing membership, extending to new groups and setting up sharing of best practice. Food policies are implemented in Leisure centre cafes, including requirements around food waste reduction	2024	Promotion planned and evaluated. 100 pledges are recorded	Resource Funding		Low	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		Pilot project delivered	2025	Number of businesses engaged by pilot	Resource Funding		Low	Enabling
S. Greener businesses and supply chains	2. Businesses are supported to improve rates of reuse and recycling	S.2.i	Utilise existing business networks to promote consolidation of waste collection and recycling		Completion of Southwark Climate Collective waste workstream	2025	Number of businesses engaged through workstream	Resource Funding		Low	Enabling



Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
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	Develop and deliver a Freight Plan by 2026 that prioritises areas of greatest need and potential	Existing	Research & Design	Cllr McAsh	N	Matt Clubb / Stephen Piatts	Sustainable Travel	OKR AAP is being currently drafted and includes requirement for Last Mile Delivery provision. Two Last Mile Delivery schemes have been consented in the Old Kent Road Opportunity Area: 25 Mandela Way and 6-12 Verney Road. Mandela Way scheme is under construction. Early work on Freight Plan commenced	Identify resource and funding to lead on Freight Plan Review existing council policy and projects to set ambition within a London context. Deliver hubs.	Number of hubs delivered Freight Plan adopted	2024	N	
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		Existing	Engagement	Cllr McAsh / Cllr Ennin	Y	Matt Clubb	EPT	A consultant has been commissioned to prepare a report for the next steps for a consolidated roll out of cargo bikes by the council.	PID complete but decision to be made if this completes milestone	Scoping work complete	2024	N	
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		Existing	Implementation	Cllr Batterson	Y	Clive Palfreyman	Local Economy	1817 Green Jobs created	At least 2000 green jobs created by 2026	Number of green jobs created	2026	N	
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		Existing	Implementation	Cllr Batterson	N	Clive Palfreyman	Local Economy	The feasibility study for additional fabric retrofit resource completed Q4.	Agree medium term (2-3 year) delivery plan and resources for creating a green jobs and skills network across Southwark, Lewisham and Lambeth	Feasibility completed	2023	N	
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		Existing	Implementation	Cllr Batterson	N	Clive Palfreyman	Local Economy	2 incubators and two accelerators have been delivered. 15 green enterprises have been supported through our Southwark Pioneers Fund in the last financial year.	Green businesses supported to start up or grow under the Southwark Pioneers Fund	Number of business supported	2023	N	
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.i	Support SME decarbonisation through council business support and workspace programmes		Existing	Research & Design	Cllr Batterson	N	Clive Palfreyman	Local Economy	Southwark Climate Collective have begun to offer expert advice on decarbonisation for waste, freight, energy, and supply chain for SMEs in the borough. Re:London have begun design on their pilot project Better Bankside BID are leading the Southwark Climate Collective launched in October 2023 with Southwark Council as a partner. This will support 100 businesses across the borough the develop decarbonisation plans using UK Share Prosperity Fund (UKSPF) funding totally ~£650k. ~£200k has also been given as a grant by the council to Re:London for business decarbonisation work	Deliver business decarbonisation support through Southwark Climate Collective and Re:London	Number of businesses supported	2023	N	
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		Existing	Research & Design	Cllr Batterson	Y	Tom Sharland	Climate Change	Pilot version of retrofitting guidance published on council website	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	Launch of network	2026	N	
U. Sustainable Operations and Procurement	1. Drive behaviour change in Southwark's businesses to reduce consumption	U.1.iii	Minimise the carbon footprint of events taking place in public outdoor spaces in the borough		Existing	Implementation	Cllr Mwangangye	N	Sophia Looney	Culture and Events team	Reports from major scale and culture celebrations funded events received, data being analysed to establish emissions baseline.	Promote the EESG to event organisers in the borough Major scale and Cultural Celebrations Fund funded community event emissions reported Annual review of EESG guide (March 2024)	Hold 4 workshops to promote the guidance and raise awareness (2024) Establish a baseline for emissions and a future pathway reduction from major scale and Cultural Celebrations Fund community events (2024)	2025	N	
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	Analyse council procurement emissions to establish options for carbon reduction measures within contracts and procurement	Existing	Research & Design	Cllr Cryan	N	Tom Sharland	Climate Change	Initial scoping work complete. New project team set up to deliver new procurement decarbonisation strategy and review options for outsourcing the data capture process to a specialist service provider	Develop proposals around effective carbon management in contracts To identify data gaps in data Create a robust and flexible data structure	Commence scoping work	2023	N	
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		Existing	Research & Design	Cllr Cryan	N	Tom Sharland	Climate Change	Initial scoping work complete. New project team set up to deliver new procurement decarbonisation strategy and review options for outsourcing the data capture process to a specialist service provider	Social Value strategy review	Commence scoping work	2023	N	
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		Existing	Research & Design	Cllr Cryan	N	Tom Sharland	Climate Change	Initial scoping work complete. New project team set up to deliver new procurement decarbonisation strategy and review options for outsourcing the data capture process to a specialist service provider	Develop proposals around a carbon neutral aligned procurement policy	Commence scoping work	2023	N	



Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestones wording (Other missed milestones or new milestones)	Suggested new milestones completion date (Other missed milestones or new milestones)	Suggested new milestones KPI (Other missed milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
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	Develop and deliver a Freight Plan by 2026 that prioritises areas of greatest need and potential	Complete Freight Plan and construction of Mandela way last mile hubs	2024		Resource	Green	Low	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		Develop council-wide options for cargo bike scheme including consideration of a grants programme	2025		Resource Funding	Green	Low	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					Resource	Green	Low	Enabling
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			2025	Review study and prepare delivery plan and secure resources to deliver the programme	Funding Resource	Green	Medium	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			2025		Timeline	Green	Medium	Enabling
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.i	Support SME decarbonisation through council business support and workspace programmes			2025		Timeline	Green	Medium (300k)	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		Update retrofit learning network with additional advice and signposting		Updates actioned	Resource	Green	Low	Enabling
U. Sustainable Operations and Procurement	1. Drive behaviour change in Southwark's businesses to reduce consumption	U.1.iii	Minimise the carbon footprint of events taking place in public outdoor spaces in the borough		Explore funding options for EESG training			Technical (research required on events specific carbon calculator)  NEW: to secure funding Resources	Green		Enabling
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	Analyse council procurement emissions to establish options for carbon reduction measures within contracts and procurement		2025	Adopt strategy	Resource	Green	Low	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			2025		Resource	Green	Low	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			2025	Review the strategy to ensure it is in line with Southwark 2030. Procurement, Social Value, and Climate Change teams to establish the social value ask is around climate change	Resource	Amber	Low	Enabling

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
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	Continue the council's pension fund zero carbon journey with a Local Government Pension Scheme leading strategy on carbon emissions by 2030	Existing	Implementation	Cllr Cryan	Y	Clive Palfreyman	Finance	Changes to the Fund's investments during 2023-24 have resulted in the carbon footprint reducing further. As of 31 March 2024, there has been a 79% reduction in the pension fund's carbon footprint since first measured in September 2017.	Deliver short term goals set out in the net zero 2030 pension target	Reduction in the value of holdings in the non-low carbon (legacy) category: a maximum of 15% of total Fund holdings in legacy category by March 2024	2030	N	
U. Sustainable Operations and Procurement	4. Embed climate change awareness across the council	U.4.i	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		Existing	Research and Design	Cllr Batterson	N	Tom Sharland	Climate Change	Early scoping work commenced. Pilot planned for 24/25	Develop climate emergency training module for staff with HR	Pilot Delivered	2023	Y	Resourcing
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.i	Develop Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan	Investigate the potential for a Southwark Urban Greening Factor for our neighbourhoods as part of the Southwark Plan full review.	Existing	Research & Design / Engagement	Cllr Dennis	N	Stephen Platts	Planning Policy	UGF aspect is being met for major schemes been met in line with the London Plan. The potential for a Southwark Plan UGF will be investigated in the Southwark Full Plan Review. Biodiversity Net Gain (BNG) can help meet UGF. BNG is now mandatory and is being implemented for majors and small sites through the planning process from February and April 2024. Senior Ecologist working with planning policy to review these planning applications and work on BNG planning policy.	BNG now mandatory and being implemented. Plan review Jan - March 2025	Formal consultation on the Early Review of the Southwark Plan	2025	N	
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.iv	Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity	Implement new approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity	Existing	Implementation	Cllr Mwanganye	N	Matt Clubb / Sophia Looney	Parks & Leisure	Trials continue on alternative weed control measures.	Draft pesticide policy adopted by council	Implementation of new Pesticide Policy adopted across the council	2024	N	
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	Identify and adopt potential green corridors and supporting planning policy between key green spaces/Sites of Importance for Nature Conservation	Existing	Research and Design	Cllr Mwanganye / Cllr Dennis	Y - Depaving	Sophia Looney / Steve Platts	Parks & Leisure / Planning Policy	Continuing to explore how biodiversity E1m funding pot will be used for green corridors and depaving projects. Potential projects have been identified and initial funding principles have been devised	Identify and consult on options for projects and supporting policy within the early review of Southwark Plan	Fund projects	2024	N	
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.		Existing	Engagement	Cllr Mwanganye	N	Sophia Looney	Parks & Leisure	The partnership continues to meet quarterly. A new external chair has been in post since February. The ecology team plan to start a newsletter for members of the partnership, which will include suggestions of external funding and grants.	Partnership continues to be managed by the council. First newsletter to be published in 2024	Expand partnership, continue to communicate funding opportunities, best practice, new initiatives across the partnership, deliver SNAP targets	2024	N	
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		New	Implementation	Cllr Mwanganye	Y	Sophia Looney	Parks & Natural Environment	100,000 trees achieved. Over 5,000 trees planted this planting season. Canopy cover currently estimated to be 18.24%. Planning for the 24/25 planting season underway	20,000 trees are planned for planting by 2026	20,000 trees are planned for planting by 2026	2024	N	
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		New	Implementation	Cllr Mwanganye	Y	Sophia Looney	Parks & Natural Environment	17 schools engaged to plant 586 trees and 225 volunteers engaged. Will continue to engage with schools to plant trees in the upcoming planting season	Scoping work will be undertaken with local communities and schools to identify areas where more trees can be planted and to assess innovative ways of increasing tree canopy cover	10 schools 2000 volunteers	2024	N	
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.ii	Designate more land in the borough for allotments	Change to "Designate more land in the borough for food growing plots"	Existing	Complete	Cllr Mwanganye	Y	Sophia Looney	Parks and Natural Environment	Action now complete. Objective of 200 allotment plots delivered with 211 plots built in 23/24, with a further 9 planned though 24/25. This includes 26 plots at Rosel Road, the biggest community garden built since the community gardeners have been in post.	Objective of 200 Plots by 2023/24	Number of plots	2023	N	
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.i	Ensure all of our future council homes projects increase biodiversity		New	Engagement / Implementation	Cllr Mwanganye / Cllr Dennis	Y	Stephen Platts	Planning Policy / Southwark Construction	P60 Biodiversity policy in the Southwark Plan (2022) is adopted and requires an uplift in biodiversity in developments. Preparation of planning guidance in Climate Change and Environment Supplementary Planning Document (SPD) underway.	Conduct the early review of the Southwark Plan Prepare guidance in Climate Change and Environment Supplementary Planning Document (SPD) Prepare internal processes to evaluate, monitor and enforce biodiversity net gain plans Ensure all of our future council homes projects achieve a minimum of 10% BNG onsite	Formal consultation on the Early Review of the Southwark Plan and adopt updated planning policy to deliver with biodiversity net gain requirements Adopt 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	2024 for adoption of the SPD. 2025 for formal consultation on the Early Review. 2023 for establishment of BNG systems	N	
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		New	Engagement	Cllr Batterson	N	Tom Sharland	Climate Change	Climate Resilience and Adaptation Strategy adopted Feb 2024	Action is now complete		2023	N	
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		Existing	Research & Design	Cllr Batterson	N	Tom Sharland	Climate Change	Initial research underway, including discussions with BIDs and local businesses on their approach to offsetting	Finish review of offsetting / insetting opportunities to further reduce carbon emissions in the council's supply chain, explore options alongside development of Southwark Green Finance Initiative.	Strategy published	2024	N	
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A01	Increase the number of cool spaces, ensuring good coverage in the parts of the borough that are most at risk from high temperatures.	Increase the number of cool spaces and shading, ensuring good coverage in the parts of the borough that are most at risk from high temperatures.	New	Research and Design	Cllr Batterson	N	Tom Sharland	CCT	None to date	Map areas with most exposure and vulnerability to overheating and increase the number of 'cool spaces' in our buildings.	Increase by 5 the number of new cool spaces by 2026	2026	N	

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestone wording (Either revised milestone or new milestone)	Suggested new milestone completion date (Either revised milestone or new milestone)	Suggested new milestone KPI (Either revised milestone or new milestone)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
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	Continue the council's pension fund zero carbon journey with a Local Government Pension Scheme leading strategy on carbon emissions by 2030				Technical (dependent on the availability of decarbonisation products in the market that meet the Fund's requirements)		The transition of assets from legacy to low carbon products will depend on products available in the markets that meet the Fund's requirements. It will also depend on future changes to the Fund's investment strategy before 2030. These factors will all influence any costs associated with moving assets between investments, and cannot therefore be quantified in advance.	Direct
U. Sustainable Operations and Procurement	4. Embed climate change awareness across the council	U.4.i	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			2025		Resource		Low	Enabling
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.j	Develop Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan	Investigate the potential for a Southwark Urban Greening Factor for our neighbourhoods as part of the Southwark Plan full review.	Conduct the Full Plan Review of the Southwark Plan (2022).	2027	Reg. 18 consultation on the Full Plan Review of the Southwark Plan.	Resource Timeline		Low	Enabling
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.iv	Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity	Implement new approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity				Resource Timeline		Low	Enabling
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	Identify and adopt potential green corridors and supporting planning policy between key green spaces/Sites of Importance for Nature Conservation		2025	Launch of public facing fund.	Fund projects		Low	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.					Resource		Low (£5k)	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		Action Complete. A new CDP target to be considered and funding secured	2026		Resource		Low	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		A new milestone linked to an updated CDP target.			Resource		Low	Direct
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.ii	Designate more land in the borough for allotments	Change to "Designate more land in the borough for food growing plots"				Resource		Low	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.i	Ensure all of our future council homes projects increase biodiversity		1. Conduct the Early Review of the Southwark Plan (2022). 2. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 3. Adoption of the Climate and Environment SPD.	1. 2025 2. 2024 3. 2025	Reg. 18 consultation on the Early Review of the Southwark Plan and adopt updated planning policy requirements. The draft Climate and Environment SPD adoption following external consultation. Introduce internal processes to evaluate, monitor and enforce biodiversity net gain plans.	Resource Timeline		Low	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					Resource Timeline		Low	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			2025		Timeline		Low	Enabling
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A01	Increase the number of cool spaces, ensuring good coverage in the parts of the borough that are most at risk from high temperatures.	Increase the number of cool spaces and shading, ensuring good coverage in the parts of the borough that are most at risk from high temperatures.						Low	Adaptation and Resilience

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A02	Provide social care workers who visit vulnerable residents in their homes with improved means of monitoring home temperatures.		New	Research & Design	Clr Akoto	N	Sangeeta Leahy	Public Health	Research undertaken by Public Health team. Started pilot providing thermometers to most vulnerable care home clients.	Deliver pilot projects with most vulnerable care homes.	Pilot project delivered and reviewed	2024	N	
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A03	Improve insulation standards in district heating pipes to decrease heat and temperature losses in the pipe networks within buildings.		New	Delivery	Clr King	N	Stuart Davis	Housing (DH)	District heating pipework project at Aberfeldy House to reinsulate pipes has been delivered. Feasibility studies are being delivered across a number of other sites. These could help identify sites that need pipe insulation upgrade.	Deliver Aberfeldy House pipework project. Identify and scope up next projects	Aberfeldy House project delivered	2025	N	
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A04	Ensure our parks provide shading for our residents as our summer weather gets hotter.		New	Research and Design	Clr Mwangangye	N	Sophia Looney	Parks & Natural Environment Policy and Programmes team	Ongoing park refurbishment programme - No work to date. Pilot to be planned thorough Q1/Q2 24/25	Consider hotter weather as a design	Pilot shading in an planned project.	2025	N	
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A05	Expand the Green Homes Advice Service to help residents deal with overheating by retrofitting their homes.		New	Implementation	Clr Batterson	N	Tom Sharland	CCT	The green homes advice service is up and running in partnership with London Southbank University (LSBU) and work has been undertaken to determine how best advice around overheating could be targeted	Launch overheating advice for residents	Number of residents receiving advice about overheating for their home	2024	N	
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A06	Review Southwark Plan policies to ensure new development takes further steps to minimise and mitigate the risk of overheating, and provide planning guidance on climate adaptation design for buildings and places through new and updated Supplementary Planning Documents (SPDs).	Review Southwark Plan policies to ensure new development takes further steps to minimise and mitigate the risk of overheating, and provide planning guidance on climate adaptation design for buildings and places through new and updated Supplementary Planning Documents (SPDs).	New	Implementation	Clr Dennis	N	Stephen Platts	Planning Policy	Mapping out of evidence base needed to implement policy changes for the partial review of the Southwark Plan. Initial drafting and research of some SPD chapters including energy	The Early Review of the Southwark Plan will include P69 Sustainability Standards which include overheating. Supplementary planning guidance has been generated to support the current overheating policy in the Southwark Plan in the Climate and Environment SPD.	Once the evidence is complete, policy will be drafted for formal consultation Consultation on SPD	2025 2024	N	
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A07	Develop an approach to tackling 'hot homes' so residents who are most vulnerable to this issue have cooler homes.		New	Research and Design	Clr King	N	Tom Sharland	Climate Change Team	Held initial meetings exploring a collaborative multi-council team approach to Hot Homes	Scope projects for a multi team approach to tackling hot homes for the most vulnerable.	Projects in place with prioritised homes.	2025	N	
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A08	Work collaboratively to collect and develop data and digital tools so we can better understand and plan for current and future climate risk.		New	Research and Design	Clr Batterson	N	Tom Sharland	CCT	Ongoing work with London Councils, GLA and Bloomberg to look at borough climate risk mapping	Undertake climate risk mapping and identify new data sources	Publish borough climate risk map	2025	N	
Resilient to the impact of overheating	The borough's infrastructure is adapted to cope with extremes of heat	1A09	Prepare a wildfire emergency plan		New	Research and Design	Clr Williams / Clr Batterson	N	Steven Gaskell	Emergency Planning	Southwark currently consider wildfires in its internal borough risk register and is working to update the risk register in line with the London Risk Register. Parks and Leisure teams have also identified sites that are particularly at risk of wildfires. This is also considered in the public facing community risk register which is published on the council's website. Southwark also has published a generic emergency plan. This framework supports management of any emergency incident.	Create a wildfire plan to respond to any wildfires. Identify high risk areas (such as grasslands in parks) and mitigations.	Plan prepared	2025	N	
Resilient to the impact of overheating	The borough's infrastructure is adapted to cope with extremes of heat	1A10	Update the Southwark Streetscape Design Manual to include climate adaptation through sustainable design, incorporating nature based solutions that are more resilient to climate change.		New	Research and Design	Clr McAsh	N	Matt Clubb	Highways	Nature based solutions already recommended in the Southwark Streetscape Design Manual - Design Standard DS503 which was written in 2022. It refers to Swales and rills in section 2.14, Bioretention systems (or rain gardens) in section 2.15 and ponds, wetlands & basins in section 2.16 The new Highways contract is up for renewal by May 24, plans and progress need to be made prior to this selection	Prior to the selection of the next highways contractor, the Southwark Streetscape Design Manual to be reviewed to include climate adaptation through sustainable design, and nature based solutions	Inclusion of new climate adaptations	2026	N	
Resilient to the impact of overheating	The borough's infrastructure is adapted to cope with extremes of heat	1A11	Develop a Highways Heat Network for sanding roads during periods of extreme high temperatures.		New	Research and Design	Clr McAsh	N	Matt Clubb	Highways	No work to date. A cold network exists which could be replicated	Update contracts to include sanding machines so that the machines are available and can be deployed in the event of hot weather	Contracts obtained/ amended to include sanding capable machines	2025	N	
Reducing the risk of flooding	Reduce surface run off and increase the amount of land which drains water	1B01.1	Adopt a new Local Flood Risk Management Strategy that recognises the need to adapt to future climate impacts, and increase the capacity of sustainable urban drainage systems in the borough and ensure that the approach is integrated alongside the requirement for biodiversity net gain in order to achieve integrated solutions.		New	Implementation	Clr McAsh	N	Matt Clubb	Flood Risk	Draft is prepared and going to Cabinet for adoption in 2024	Adoption of Strategy	Adoption of Strategy	2024	N	
Reducing the risk of flooding	Reduce surface run off and increase the amount of land which drains water	1B01.2	Adopt a new Local Flood Risk Management Strategy that recognises the need to adapt to future climate impacts, and increase the capacity of sustainable urban drainage systems in the borough and ensure that the approach is integrated alongside the requirement	New Action - increase the capacity of sustainable urban drainage systems in the borough and ensure that the approach is integrated alongside the requirement	New	Implementation	Clr McAsh	N	Matt Clubb	Flood Risk	SUDs Programme planning complete and delivery commenced.	Commence delivery of SUDS programmes	Number of projects delivered	2028	N	

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestones wording (Either revised milestones or new milestones)	Suggested new milestones completion date (Either revised milestones or new milestones)	Suggested new milestones KPI (Either revised milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A02	Provide social care workers who visit vulnerable residents in their homes with improved means of monitoring home temperatures.							Low	Adaptation and Resilience
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A03	Improve insulation standards in district heating pipes to decrease heat and temperature losses in the pipe networks within buildings				Complete feasibility studies	Cost		High to very high	Adaptation and Resilience
Resilient to the impact of overheating	Residents can get respite from the heat at times of excessive temperatures	1A04	Ensure our parks provide shading for our residents as our summer weather gets hotter.							Low	Adaptation and Resilience
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A05	Expand the Green Homes Advice Service to help residents deal with overheating by retrofitting their homes.							Low	Adaptation and Resilience
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A06	Review Southwark Plan development takes further steps to minimise and mitigate the risk of overheating, and provide planning guidance on climate adaptation design for buildings and places through new and updated Supplementary Planning Documents (SPDs).	Review Southwark Plan policies to ensure new development takes further steps to minimise and mitigate the risk of overheating, and provide planning guidance on climate adaptation design for buildings and places through new and updated Supplementary Planning Documents (SPDs).	1. Conduct the Early Review of the Southwark Plan (2022). 2. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 3. Adoption of the Climate and Environment SPD.	1. 2025 2. 2024 3. 2025	Once the evidence is complete, policy will be drafted for formal consultation  The draft Climate and Environment SPD adoption following external consultation.			Low	Adaptation and Resilience
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A07	Develop an approach to tackling 'hot homes' so residents who are most vulnerable to this issue have cooler homes.							Low to high	Adaptation and Resilience
Resilient to the impact of overheating	Buildings stay cool while minimising their carbon emissions	1A08	Work collaboratively to collect and develop data and digital tools so we can better understand and plan for current and future climate risk.							Low	Adaptation and Resilience
Resilient to the impact of overheating	The borough's infrastructure is adapted to cope with extremes of heat	1A09	Prepare a wildfire emergency plan							Low	Adaptation and Resilience
Resilient to the impact of overheating	The borough's infrastructure is adapted to cope with extremes of heat	1A10	Update the Southwark Streetscape Design Manual to include climate adaptation through sustainable design, incorporating nature based solutions that are more resilient to climate change.							Low	Adaptation and Resilience
Resilient to the impact of overheating	The borough's infrastructure is adapted to cope with extremes of heat	1A11	Develop a Highways Heat Network for sanding roads during periods of extreme high temperatures.					Funding and resource		Medium	Adaptation and Resilience
Reducing the risk of flooding	Reduce surface run off and increase the amount of land which drains water	1B01.1	Adopt a new Local Flood Risk Management Strategy that recognises the need to adapt to future climate impacts, and increase the capacity of sustainable urban drainage systems in the borough and ensure that the approach is integrated alongside the requirement for biodiversity net gain in order to achieve integrated solutions.							Low	Adaptation and Resilience
Reducing the risk of flooding	Reduce surface run off and increase the amount of land which drains water	1B01.2	new action - increase the capacity of sustainable urban drainage systems in the borough and ensure that the approach is integrated alongside the requirement							Medium	Adaptation and Resilience

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Status	Phase of Action	Lead Cabinet Member from May 2024	Council Delivery Plan	Director / Head of Service	Team leading action	Work completed during 2023/24	Milestone 2023/24	KPI 2023/24	The current Milestone completion date at end of 2023/24	Missed Milestone at end of 2023/24	Reason for missed milestones 23/24
Reducing the risk of flooding	Reduce demand on the sewer system	1B02	Ensure at least 10% of the footprint of new highway and public realm projects is blue-green infrastructure.		New	Implementation	Cllr McAsh	N	Matt Clubb	Highways	All projects for the last 6 months to demonstrate 10% This is already the target, looking for evidence of completion before increase target to a higher percentage.	All projects to demonstrate at least 10% of blue green infrastructure and seek a higher percentage where possible	Number of projects per year	Ongoing	N	
Reducing the risk of flooding	Reduce demand on the sewer system	1B03	Explore options for a Riverside Strategy for borough riverside defences.		New	Research and Design	Cllr McAsh	N	Matt Clubb	Flood Risk	No work completed to date	Internal flood working group to discuss Riverside Strategy and agree next steps	Complete preparation of a Riverside Strategy	2030	N	
Reducing the risk of flooding	Reduce demand on the sewer system	1B04	Update our Strategic Flood Risk Assessment to ensure it takes into account increased risk from a changing climate.		New	Research and Design	Cllr Dennis	N	Stephen Platts	Planning Policy	Initial scoping work underway.	Commission consultants to prepare SFRA	SFRA update complete	2025	N	
Water is conserved and not wasted	Better conservation of water including greater use of rainwater and grey water	1C01	Roll out best practice water saving measures across the council's buildings, operations and spaces		New	Research and Design	Cllr Mwangangye / Cllr Cryan / Cllr King	N	Tom Sharland / Sophia Looney	CCT / Leisure	No work completed to date	Undertake baseline exercise to understand existing water consumption and to inform next steps Work with colleagues in leisure to reduce consumption in council-managed leisure centres	Complete baseline exercise	2025	N	
Water is conserved and not wasted	Better conservation of water including greater use of rainwater and grey water	1C02	Prepare and adopt planning guidance to minimise water use through relevant new Supplementary Planning Documents (SPDs)		New	Research and Design	Cllr Dennis	N	Stephen Platts	Planning Policy	The Climate Change and Environment SPD includes a section on reducing water usage in line with P67 Reducing Water Use. The SPD will go to Cabinet for external consultation in July.	Publish SPD for consultation and adopt	SPD to go to formal consultation	2024	N	
Water is conserved and not wasted	Parks, gardens and green spaces are adapted to be drought resistant	1C03	Explore options to adapt public parks, gardens and green spaces to be drought resistant		New	Research and Design	Cllr Mwangangye	N	Sophia Looney	Parks & Natural Environment Policy and Programmes team	A transformative approach aimed to combat water scarcity has been delivered over the past nine years in Southwark introducing drought-resistant plant species as well as grouping plants based on their water requirements. Feasibility study completed to identify climate mitigation measure at cemeteries including tap replacement.	Implementation of smart irrigation controllers that will adjust watering schedules based on real-time weather conditions and soil moisture levels, thereby enhancing water efficiency in green spaces. Explore rainwater harvesting for a pond in the Surrey Canal walk and to water a new forest at Consort Park Replacement of taps in cemeteries with tap water turn off automatically to reduce water waste.	100% of all species drought resistant where required Completion of feasibility studies Identify funding to replace taps	Ongoing	N	
More sustainable locally sourced food and resilient local economy	Strengthened local economy, with an increase in local trade reinvesting in our local economy	1D02	Undertake climate risk assessments on our services and ensure they are resilient so that the most vulnerable can access them, including conducting an extreme weather risk assessment for Southwark Council's workforce.		New	Research and Design	Cllr Cryan / Cllr Batterson	N	Tom Sharland / Ben Plant	Human Resources / Climate Change Team	No work completed to date	Undertake research on how council services will be impacted by overheating Review emergency planning and health and safety policies with regards to extreme weather	Meet with key stakeholders to agree a framework around corporate response to extreme weather	2025	N	
More sustainable locally sourced food and resilient local economy	Local food suppliers and local food production is maximised	1D03	Use the Sustainable Food Strategy to protect and increase food growing spaces in the borough	Work with Planning to consider how food growing spaces can be protected and increased	New	Research and Design	Cllr Akoto	N	Sangeeta Leahy	Public Health	The Sustainable Food Strategy was published in June 2023 and Sustainable Food Action Plan agreed by PolCab in Q4 2023/24	Map out and identify additional pieces of land that could be utilised for food growing in the borough.	Number of food-growing plots. 200 new food-growing plots were identified in the borough	2024	N	
More sustainable locally sourced food and resilient local economy	Increased capacity for communities to share food and reduce food waste	1D04	Map emergency food provision in the borough for different food cultures and identify how to fill in gaps in food security for the diverse communities in the borough Commission services that seek to make cultural food more accessible and affordable for residents.	Promote the Southwark Food Action Alliance (FAAA) map and food provision in Southwark more widely, and build on the Neighbourhood Food Model approach.	New	Implementation	Cllr Akoto	N	Sangeeta Leahy	Public Health	The Sustainable Food Strategy was published in June 2023 and Sustainable Food Action Plan agreed by PolCab in Q4 2023/24. SFAA map developed in FY23/24	Identify and map existing local food distributions centres such as food banks Develop project to support provision of culturally appropriate food to food hubs and people experiencing food insecurity	SFAA map produced SFAA map promoted online and shared with over 100 SFAA members	2024	N	
The local environment and community is resilient to new pests and disease	Protect the local community from new and existing pests and diseases	1E01	Ensure climate adaptation is central in biodiversity plans that we prepare, and support residents and businesses in identifying and reporting new and existing pests and diseases		New	Implementation	Cllr Mwangangye / Cllr Akoto	N	Sangeeta Leahy / Sophia Looney	Ecology / Parks	No work completed to date	The preparation of a Biodiversity Plan and Local Nature Recovery Strategy as required by our statutory Biodiversity Duty. Update website with relevant information to support residents.	Completion of Biodiversity Plan and Local Nature Recovery Strategy Updated website	2025	N	
The local environment and community is resilient to new pests and disease	Protect biodiversity from new and existing pests and diseases	1E02	Implementation of advanced monitoring techniques, such as drones equipped with sensors, to quickly detect and identify new pests or diseases in urban areas.		New	Research and Design	Cllr Mwangangye	N	Sophia Looney	Trees	Have recently procured a company to undertake drone surveillance of ash trees with woodland areas to map spread of ash dieback.	Complete initial survey in woodlands in 2024. Integrate data into Southwark maps Repeat every 3 years or repeat earlier if issue arises.	Complete initial survey	2024	N	

Theme	Goal	Code	Action	Proposed update to Action Point wording for September 2024 cabinet.	Suggested new milestone wording (Either revised milestones or new milestones)	Suggested new milestone completion date (Either revised milestones or new milestones)	Suggested new milestone KPI (Either revised milestones or new milestones)	Major Risks to Milestones 2023/24	RAG Risk Assessment for the delivery of milestones 2023/24 (Red, Amber or Green)	Estimated Cost of Milestones 2023/24	Type of Carbon Saving Attributed to Action
Reducing the risk of flooding	Reduce demand on the sewer system	1B02	Ensure at least 10% of the footprint of new highway and public realm projects is blue-green infrastructure.							Low	Adaptation and Resilience
Reducing the risk of flooding	Reduce demand on the sewer system	1B03	Explore options for a Riverside Strategy for borough riverside defences.							Low	Adaptation and Resilience
Reducing the risk of flooding	Reduce demand on the sewer system	1B04	Update our Strategic Flood Risk Assessment to ensure it takes into account increased risk from a changing climate.							Low	Adaptation and Resilience
Water is conserved and not wasted	Better conservation of water including greater use of rainwater and grey water	1C01	Roll out best practice water saving measures across the council's buildings, operations and spaces							NA	Adaptation and Resilience
Water is conserved and not wasted	Better conservation of water including greater use of rainwater and grey water	1C02	Prepare and adopt planning guidance to minimise water use through relevant new Supplementary Planning Documents (SPDs)		1. Approval from Cabinet for the Climate and Environment SPD to go to external consultation. 2. Adoption of the Climate and Environment SPD.	1. 2024 2. Q4 2025	The Climate and Environment SPD adoption following external consultation.			Low	Adaptation and Resilience
Water is conserved and not wasted	Parks, gardens and green spaces are adapted to be drought resistant	1C03	Explore options to adapt public parks, gardens and green spaces to be drought resistant		Commission plant room conditions surveys. Replace end of life pool plant with more efficient plant. Introduce grey water harvesting schemes as part of plant replacement. Replace domestic plant with more efficient equipment	2025	205 reduction in water use across the leisure estate			tbc	Adaptation and Resilience
More sustainable locally sourced food and resilient local economy	Strengthened local economy, with an increase in local trade reinvesting in our local economy	1D02	Undertake climate risk assessments on our services and ensure they are resilient so that the most vulnerable can access them, including conducting an extreme weather risk assessment for Southwark Council's workforce.							Low	Adaptation and Resilience
More sustainable locally sourced food and resilient local economy	Local food suppliers and local food production is maximised	1D03	Use the Sustainable Food Strategy to protect and increase food growing spaces in the borough	Work with Planning to consider how food growing spaces can be protected and increased	Explore how use of existing and newly developed spaces can be maximised and protected for food growing and community use e.g. via the Land Commission	2025	Public health are involved in reviewing planning applications			Medium	Adaptation and Resilience
More sustainable locally sourced food and resilient local economy	Increased capacity for communities to share food and reduce food waste	1D04	Map emergency food provision in the borough for different food cultures and identify how to fill in gaps in food security for the diverse communities in the borough	Promote the Southwark Food Action Alliance (FAAA) map and food provision in Southwark more widely, and build on the Neighbourhood Food Model approach. Commission services that seek to make cultural food more accessible and affordable for residents.	Commission service(s) that seek to make cultural food more accessible and affordable for residents. An approach to improving food project's understanding about culturally appropriate food is established and implemented, including a shared definition of what is meant by culturally appropriate food.	2024	Number of food projects supported. Neighbourhood food model is evaluated and a plan for future delivery developed.			Low	Adaptation and Resilience
The local environment and community is resilient to new pests and disease	Protect the local community from new and existing pests and diseases	1E01	Ensure climate adaptation is central in biodiversity plans that we prepare, and support residents and businesses in identifying and reporting new and existing pests and diseases							Low	Adaptation and Resilience
The local environment and community is resilient to new pests and disease	Protect biodiversity from new and existing pests and diseases	1E02	Implementation of advanced monitoring techniques, such as drones equipped with sensors, to quickly detect and identify new pests or diseases in urban areas.							50k	Adaptation and Resilience

<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	First Consideration of the Strengthened Biodiversity Duty, arising from the Environment Act 2021
<b>Cabinet Member:</b>	Councillor Portia Mwangangye, Neighbourhoods, Leisure, and Parks
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a

### **FOREWORD - COUNCILLOR PORTIA MWANGANGYE, CABINET MEMBER FOR NEIGHBOURHOODS, LEISURE, AND PARKS**

Southwark Council has long recognized that protecting and enhancing biodiversity is crucial to the wellbeing of the borough, and, as such, has made it a priority. Accessible, biodiverse, open spaces provide healthy environments for all our residents, helping to reduce health inequality, and making access to nature available to all.

In Southwark, we are committed to taking action for biodiversity, raising awareness, and engaging residents with nature at all levels. Our goal is to involve all our communities, especially those with protected characteristics or limited access to nature, in delivering our biodiversity policies and activities.

It is well documented that biodiversity is in crisis, with species and habitats declining both globally and nationally. The Environment Act's strengthened Biodiversity Duty acknowledges the central role local authorities have in tackling this crisis.

Southwark has a successful track-record of enhancing the biodiversity value of our public spaces by planting meadows, woodlands and hedgerows, creating ponds and stag-beetle loggeries, reducing pesticide use, and relaxed mowing schedules.

We have continued to protect nature by extending protection to new Sites of Importance for Nature Conservation, creating healthy and thriving natural environments through our tree planting and community gardening programmes, and cleaning our air and combating climate change by making our streets greener and more resilient to extreme weather.

We are proud of Southwark's long legacy for delivering for nature, and for supporting our valued third sector partners who manage nature reserves, provide environmental



education, and deliver outreach and engagement for communities across the borough.

This First Consideration of the strengthened Biodiversity Duty is an opportunity for us to showcase the extensive ongoing action being taken in Southwark for biodiversity, as well as our ambitious plans for the future.

## **RECOMMENDATIONS**

That Cabinet:

1. Note and support the requirement to meet the strengthened Biodiversity Duty, introduced by the Environment Act 2021.
2. Approve this report and its appendix as our statutory First Consideration of the strengthened Biodiversity Duty.
3. Note the new reporting requirements of the Duty, including the publication of a first Biodiversity Report no later than 12 weeks from the end of the reporting period on 1 January 2026. This must detail the actions taken and progress made for biodiversity over the reporting period (1 January 2024 – 1 January 2026), and the objectives and policies in place to meet the Biodiversity Duty in the next reporting period.
4. Note that subsequent Biodiversity Reports must be published every five years thereafter, or within 12 weeks of the reporting end date.

## **REASONS FOR RECOMMENDATIONS**

5. Southwark is committed to protecting biodiversity and increasing access to nature, continuing the council's long legacy of action for the environment. Biodiversity is in crisis, with species and habitats suffering global and national declines. Protecting and enhancing biodiversity for both nature and people not only meet the requirements of the Biodiversity Duty but is key to the health and wellbeing of the borough.
6. The reporting requirements of the strengthened Biodiversity Duty is an opportunity to enhance our approach towards our biodiversity goals and actions, ensuring regular reassessment of our progress, and maintaining our position as a leading borough for biodiversity protection and enhancement.
7. The council is required to meet the Biodiversity Duty, a legal requirement for all local authorities introduced in the Natural Environment and Rural Communities Act 2006 and strengthened in the Environment Act 2021. Non-compliance leaves the council at risk of legal action, reputational damage, and any resultant negative effects of biodiversity loss on residents and neighbourhoods.

## **POST DECISION IMPLEMENTATION**

8. The following timeline is proposed for compliance with the ongoing

requirements of the strengthened Biodiversity Duty:

<b>Key Activity</b>	<b>End date of Reporting Period</b>
1. First Biodiversity Report demonstrating delivery of agreed policies and actions since First Consideration	1 January 2026. Report to be reviewed by Cabinet and submitted to Defra within 12 weeks of this date
2. Second Biodiversity Report demonstrating delivery of actions since previous report	By 1 January 2031, or within 5 years of the publication of the previous report

9. Ahead of the production of the first Biodiversity Report, the council will continue to deliver on its ongoing commitments and action for biodiversity, while making nature more accessible for residents. The wide range of actions identified to ensure ongoing focus on protecting and enhancing biodiversity are detailed in Appendix 1, including, in summary:

- Creating and restoring habitats within our parks and open spaces, while reviewing land management in line with good ecological practice, with a focus on reducing deficiency in access to nature and health inequalities.
- Using the planning-policy and development system to protect and enhance biodiversity, including through Biodiversity Net Gain and other regional and national policies.
- In partnership with third-sectors, local groups, and community organisations, engaging residents with biodiversity, particularly those with limited access to nature, through providing education, outreach and collaboration opportunities projects across the borough.
- Continuing to evaluate progress through Key Performance Indicators linked to agreed policies and objectives for biodiversity, as summarised below in paragraphs 27-40 and Appendix 1.

## **BACKGROUND INFORMATION**

10. Southwark has a long legacy and strong track record of protecting and enhancing our natural environment. Biodiversity is a central priority for the council, considered across departments and functions, with multiple objectives and commitments within several major policies. Our current Southwark Nature Action Plan 2020 (SNAP) identifies the strategic vision for biodiversity in the borough, building on the success of previous biodiversity strategies dating back almost twenty years. The council welcomes the requirements arising from the Environment Act 2021 as an opportunity to build upon our historical achievements and reinforce our ongoing action for biodiversity across the borough.

11. The Environment Act 2021 strengthened the 'Biodiversity Duty' required of

public authorities under the Natural Environment and Rural Communities Act (NERC) 2006. Under the strengthened Duty, Southwark has a statutory obligation to 'consider' what it can do to both 'conserve and enhance' biodiversity.

12. Meeting the Biodiversity Duty is a corporate responsibility that cuts across all council departments, actions, and decision making. Biodiversity already informs many aspects of the council's work and is of strategic importance to the achievement of Corporate, planning policy and programme objectives relating to Southwark's climate emergency.
13. It is widely recognised that the delivery of biodiversity initiatives creates benefits, not only for nature, but also for residents by contributing to the borough's green infrastructure network and 'ecosystem service' provision, such as cooling, shading, surface water attenuation and wellbeing.
14. Biodiversity is in serious decline, nationally and globally. The Biodiversity Duty will contribute to Government targets for the significant improvement of the natural environment laid out in the Environmental Improvement Plan 2023.

By 2030 the Government has committed to:

- Halt the decline in species abundance
- Protect 30% of UK land.

By 2042 the Government has committed to:

- Increase species abundance by at least 10% from 2030, surpassing 2022 levels
- Restore or create at least 500,000 ha of a range of wildlife rich habitats
- Reduce the risk of species extinction
- Restore 75% of our one million hectares of terrestrial and freshwater protected sites to favourable condition, securing their wildlife value for the long term.

### **Requirements of the Biodiversity Duty**

15. The Department for Environment, Food, and Rural Affairs (Defra) have [published guidance](#) on complying with the strengthened Biodiversity Duty. The guidance states that all public authorities operating in England must:
  - Consider what to do to conserve and enhance biodiversity
  - Agree policies and specific objectives based on this consideration
  - Act to deliver these policies and achieve these objectives
  - Report on its Biodiversity Duty actions and outcomes.
16. Southwark must have had completed its 'First Consideration' of what actions it can take to conserve and enhance biodiversity by 1 January 2024, and, based on this consideration, agree on the policies and objectives to have in place to achieve these actions.

17. Agreed policies and objectives must take account of the relevant Local Nature Recovery Strategy (LNRS). For Southwark, this is the London LNRS, which is being produced by the Greater London Authority (GLA) for 2025.
18. A 'Biodiversity Report' must then be published, evidencing the policies, actions and progress Southwark has made towards its biodiversity objectives to improve the environment in the 24 months since 1 January 2024, based on the First Consideration, including the outcomes of mandatory Biodiversity Net Gain (BNG). The end date of the first reporting period should be no later than 1 January 2026, with the Report published within 12 weeks of the reporting end date. Defra has [published guidance](#) on the contents and structure of the Biodiversity Report.
19. Subsequent Biodiversity Reports must be produced within 5 years of the previous reporting period. Each Report must be published within 12 weeks of the reporting end date.
20. The Biodiversity Report must, by law, include:
  - A summary of the policies and objectives in place, and actions taken, to comply with the Biodiversity Duty
  - Plans to comply with the Biodiversity Duty in the next reporting period
  - Details on the consideration of other relevant strategies (i.e., LNRS)
  - Details on BNG, including actions carried out to meet BNG obligations, details of biodiversity gains arising from BNG plans, and plans to meet BNG obligations in the next reporting period
  - Any other information Southwark "considers appropriate" for inclusion in the report, for example, quantitative data.
21. The Biodiversity Report may additionally include optional sections on the council's biodiversity, top biodiversity achievements and challenges, and biodiversity awareness, education, monitoring, and evaluation strategies.

## KEY ISSUES FOR CONSIDERATION

### Southwark's 'First Consideration'

22. This Cabinet Report and the appendix are presented here as Southwark's First Consideration of the strengthened Biodiversity Duty. Unlike the Biodiversity Report, the Council's First Consideration has no specific structure or contents mandated by the Government Guidance. This presents an opportunity to highlight the council's long-standing commitment to biodiversity, the action taken for biodiversity across the borough, and summarise our objectives for biodiversity going forward.
23. Our Consideration sets out to:
  - A. Highlight the council's primary biodiversity objectives, against which to assess our progress for biodiversity in the first Biodiversity Report.

- B.** Review current action taken for biodiversity by Southwark, and our policies and initiatives in place to comply with the Biodiversity Duty within the next reporting period.
  - C.** Define our consideration of the London LNRS.
  - D.** Detail our plans to meet BNG obligations in the next reporting period.
  - E.** Review our monitoring process of biodiversity data for assessment of our biodiversity baseline and evaluation of agreed policies and actions.
24. This structure follows the defined contents of the Biodiversity Report (set out in paragraph 20 above), to ensure our First Consideration can be used as a baseline reference for the first, statutory, Biodiversity Report published within 12 weeks from 1 January 2026, the end date of the first reporting period.
25. The deadline for the First Consideration was 1 January 2024. It is acknowledged that this report is being brought to Cabinet after this date, but also that officers started work on our initial consideration in mid-2023. Unfortunately, the publication of this report was delayed as it has taken more time than anticipated to develop an appropriate approach, to capture in a clear way, all the work that has been undertaken in relation to its Biodiversity Duty and how best to formally declare that, in accordance with the requirements of the Environment Act 2021.
26. Despite the delay, the First Consideration reporting will evaluate our actions from 1 January 2024.

#### **A. Primary biodiversity objectives**

27. Biodiversity is a central priority for the council, with key policies and commitments to conserve and enhance biodiversity for nature and people in the Council Delivery Plan, Southwark Plan, Climate Change Strategy and Action Plan, Climate Resilience and Adaptation Strategy, and the Southwark 2030 Strategy.
28. These commitments and targets form the council's primary objectives for biodiversity, against which our progress for biodiversity should be assessed by 1 January 2026 for the first Biodiversity Report. The most significant biodiversity elements of the key strategies are as follows:

**Southwark 2030** sets out the council's ambitious vision and goals for the decade. The strategy's 6<sup>th</sup> Goal - "A Healthy Environment" – follows on from the results of extensive consultation, demonstrating how high protecting biodiversity is on the public agenda. This includes deliverables to:

- Create more green space and biodiversity for our community to enjoy
- Help people and businesses switch to healthy, clean, and green transport
- Make our buildings energy efficient with clean, green power

**The Council Delivery Plan** captures the Council's ambitious and wide-ranging plans and actions for Southwark between 2022-26, with themes on

transformation, safety, community, homes, economy, families, and the environment. While climate and biodiversity are inherent in many of the themes and actions, the 'Healthy Environment' commitment has explicit biodiversity actions, which commit the Council to:

- Make Southwark the first inner London council to have over 100,000 trees, so every neighbourhood in Southwark gains more tree canopy cover
- Work with local people and schools to plant 20,000 trees
- Create more and better parks and green spaces
- Work with local people to create more nature sites, woodland, and urban planting
- Give communities on estates a new right to a community garden or food growing plot

In response to the climate crisis, Southwark adopted a **Climate Strategy and Action Plan** in 2021. One of its 5 key priorities is a commitment to a 'Thriving Natural Environment', where the council commits to:

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

In 2024, the council adopted a **Climate Resilience and Adaptation Strategy**, acknowledging the need to respond to the impacts of climate change in the borough. The strategy focus is to work to ensure the borough and its infrastructure is adapted to cope with extremes of heat and flooding using nature-based solutions wherever possible, through measures including:

- Adopting a new Local Flood Risk Management Strategy that recognises the need to adapt to future climate impacts and increase the capacity of sustainable urban drainage systems in the borough and ensure that the approach is integrated alongside the requirement for biodiversity net gain to achieve integrated solutions.
- Updating the Southwark Streetscape Design Manual to include climate adaptation through sustainable design, incorporating nature-based solutions that are more resilient to climate change.
- Ensuring at least 10% of the footprint of new highway and public realm projects is blue-green infrastructure.
- Ensuring climate adaptation is central in biodiversity plans that we prepare, and support residents and businesses in identifying and reporting new and existing pests and diseases.

The council adopted its most recent **Southwark Plan** in 2022. Under the Southwark Plan P60 'Biodiversity' policy, we will ensure development contributes to net gains in biodiversity through:

- Protecting and enhancing the nature conservation value of Sites of Importance for Nature Conservation (SINCs), Local Nature Reserves (LNRs), designated ancient woodland, protected or priority species and habitats
- The inclusion in planning approvals of features such as green and brown roofs, green walls, soft landscaping, nest boxes, habitat restoration and expansion, improved green links and buffering of existing habitats
- Securing, as a minimum, the mandatory 10% Biodiversity Net Gain on all applicable development sites, as required by the Environment Act 2021.

Policy P60 will be updated as part of the review of the Southwark Plan (2022), scheduled for Examination in Public in 2027.

The **Climate and Environment Supplementary Planning Document (SPD)**, in public consultation until 27 November 2024, will also facilitate the delivery of the Council's biodiversity objectives. Clear guidance on green infrastructure, biodiversity and trees provides clear requirements and considerations to ensure that biodiversity and greening is integrated into development proposals and planning decisions.

## **B. Current and future actions for biodiversity**

29. Action for biodiversity is already widely considered and enacted across council departments. The council has a successful track record of enhancing the biodiversity value of its public spaces, conserving nature spaces through planning policy, and engaging residents with biodiversity:
  - Southwark holds 30 Green Flag awards and ranked 1<sup>st</sup> by Good Parks for London in 2023, which both closely consider biodiversity in their judging criteria.
  - The Southwark Plan 2022 added multiple new Sites of Interest for Nature Conservation (SINCs) to our network of over 90 nature sites.
  - 89% of our SINCs are in positive environmental management, making Southwark the 3<sup>rd</sup> best local authority in England for SINC management.
  - One of the biggest, most ambitious, tree-planting programs in London.
  - Third-sector organisations supported by Southwark delivered over 27,000 volunteer hours of engagement with biodiversity in 2023-24.
30. Appendix 1 lists Southwark Council's policies, strategies, and functions in place to meet the requirements of the Biodiversity duty, including actions taken to conserve and enhance biodiversity, progress of our actions, and actions we plan to take in the next reporting period.
31. The [Southwark Nature Action Plan 2020](#) (SNAP) is the principal Southwark policy document currently in place, identifying the strategic vision for

biodiversity and setting out the actions to protect and enhance biodiversity that the council can take. The SNAP builds on the successes of two previous biodiversity action plans (2006-2010, 2013-2019), which have guided the conservation and enhancement of Southwark's environment for nature and people since the original 'Biodiversity Duty' was introduced by the NERC Act in 2006.

32. Work is underway to update the SNAP in line with the Environment Act's requirements, considering the strengthened Biodiversity Duty and the LNRS. The SNAP's goals and the ongoing progress made since is publication are summarised in Appendix 1.

### **C. Local Nature Recovery Strategy**

33. The GLA is the designated responsible authority for producing the statutory LNRS for London. In partnership with other London Boroughs, Southwark will work closely with the GLA to inform the production of the statutory LNRS for London. This regional LNRS, once produced, will inform the actions and strategic direction of Southwark's next biodiversity action plan, to supersede the SNAP, as required as part of the council's Biodiversity Duty.
34. To inform the LNRS, the production of the next SNAP will involve reviewing and mapping the borough's existing areas of importance for biodiversity and identifying opportunities for nature recovery. This will occur through habitat creation, regeneration or enhancement, or where nature recovery can contribute to environmental benefits such as carbon storage and pollution reduction. The work will be carried out within the context of other strategy updates, such as the Green Infrastructure Strategy required by the London Plan.

### **D. Biodiversity Net Gain**

35. BNG is a mandatory component of the Environment Act and meeting the Biodiversity Duty. Under BNG regulations all new developments (with some exceptions) must deliver a minimum of 10% BNG from the baseline biodiversity of the site.
36. The Planning department's Development Management team are responsible for securing BNG through the development process. The Policy Team are responsible for monitoring BNG. From post-approval, the Planning Policy Team will monitor a range of metrics including delivery of BNG by percentage gain, the number of biodiversity units and type of habitat to meet the mandatory BNG reporting requirements of the Biodiversity Duty.
37. The BNG section of the first Biodiversity Report will include:
  - A summary of the actions carried out to meet BNG obligations
  - Details of biodiversity gains resulting, or expected to result, from BNG
  - A summary of plans to meet BNG obligations in the next reporting period.



## **E. Monitoring and evaluation**

38. Quantitative data is an optional component of the Biodiversity Report but should be included when appropriate. To address the Duty, and accurately review progress on agreed policies and actions, biodiversity metrics associated with the Council Delivery Plan (CDP) and Climate Change Action Plan (CCAP) will be reported, and new metrics developed. Current CDP and CCAP targets relating to biodiversity and further details on quantitative KPI metrics and delivery are listed in Appendix 1.
39. Other existing metrics quantitatively evaluating action taken for biodiversity include (further details on metric delivery listed in Appendix 1):
- The number and area of Sites of Importance for Nature Conservation (SINCs) and Local Nature Reserves (LNRs)
  - The percentage of SINCs in positive environmental management, reported for the National Indicator SDL 160.
  - Good Parks for London rating and the number of parks holding Green Flags, for which biodiversity is a key evaluation factor.
  - Public engagement with biodiversity conservation is measured through volunteer effort KPIs, provided by third-sector organisations delivering ecology and environmental services on behalf of the council.
40. The council's ecology service currently collects biodiversity data from a variety of sources, including ecological surveys, local nature recorders, third-sector reporting, and from GiGL (Greenspace information for Greater London), who provide quarterly updates on species and habitat records, and maintain SINC information. Work is underway to assess the progress and biodiversity improvements made from the SNAP actions, and novel biodiversity data collection streams are continually being explored. This overview of Southwark's biodiversity will be included in the first Biodiversity Report, as an assessment of our biodiversity baseline.

## **Policy implications**

41. This First Consideration report and the SNAP outline the policies, objectives and actions in place to meet the requirements of the Biodiversity Duty. However, the conservation and enhancement of biodiversity under the Duty will itself contribute to a range of council department, regional, and national policies and targets.
42. Meeting the Biodiversity Duty directly links to the Council Delivery Plan (2022) commitment to a "Healthy environment", the Climate Change Strategy (2021) and Action Plan (updated annually) commitments to a "Thriving Natural Environment", and Climate Resilience and Adaptation Strategy (2024), contributing to the associated targets listed in paragraph 28 and Appendix 1.
43. Action taken for biodiversity contributes to several other key council plans, statutory documents and strategies, including:

- Southwark 2030
  - Streets for People 2022-2030
  - The Southwark Plan (2022)
  - Cultural strategy 2017
  - Emerging Local Flood Risk Management Strategy 2024
  - Air Quality Strategy and Action Plan 2017
  - Tree Management Policy 2020
  - Southwark Land Commission 2023
  - Southwark Food Security Action Plan 2019.
44. Biodiversity Duty actions contribute to the delivery of national and regional biodiversity targets, namely the Government's EIP23 targets (listed in paragraph 14), and the London Plan, particularly "Green Infrastructure and Natural Environment" and "Sustainable Infrastructure" policies:
- G1: Green infrastructure
  - G3: Metropolitan open land
  - G4: Open space
  - G5: Urban greening
  - G6: Biodiversity and access to nature
  - G7: Trees and woodlands
  - G8: Food growing
  - SI13: Sustainable drainage
  - SI17: Protecting and enhancing London's waterways

### **Community, equalities (including socio-economic) and health impact statement**

45. Complying with the Biodiversity Duty will have a positive impact on the Community. Actions for the conservation and promotion of biodiversity promote community cohesion by connecting people with nature, providing volunteering opportunities, and fostering positive interactions between people from different communities. Much of the wildlife assets of Southwark are in parks and public spaces, free to all users, and accessible year-round.
46. Corporate and community volunteering are vital in the delivery of the Duty. Southwark has developed regular volunteering with corporate volunteers and will continue to promote volunteering in our open spaces. This includes opportunities with schools, people with disabilities, and underrepresented groups.
47. Meeting the requirements of the Biodiversity Duty will have no detrimental impact to any group or protected characteristic as outlined in the Equalities Act 2010 or the Public Sector Equality duty (PSED) and align with a just transition for our residents in tackling the climate emergency.
48. Many activities to conserve and enhance biodiversity provide novel opportunities for participation with physical activity for members of the public, increasing representation in outdoor activities and promoting resident health

and wellbeing. Access to nature is well documented as beneficial to both mental and physical health.

49. Biodiversity in itself benefits the health of communities through improving air quality, reducing urban temperatures, reducing noise and calming traffic, managing flood risks, and providing amenity value, recreation space and cultural services.

### **Climate change implications**

50. Conserving and enhancing biodiversity can reduce emissions and mitigate against the impacts of climate change, for example, trees both sequester carbon and provide shade.
51. Meeting the requirements of the Biodiversity Duty will directly contribute to the Council's Climate Change Strategy and Action Plan, which commits to a 'Thriving Natural Environment' and an adapted, resilient borough. These commitments include improving biodiversity, introducing new green corridors, making our streets a green place to walk, play and relax and increasing tree canopy cover across the borough. The Action Plan for the strategy includes 14 SMART actions for the 'Thriving Natural Environment' priority area.
52. A £1m allocation for capital projects for green space enhancements and biodiversity improvements was agreed in 2022 in response to Climate Change Citizen Jury recommendations, which will contribute to both climate change and biodiversity objectives.
53. The council's Climate Resilience and Adaptation Strategy, adopted at cabinet in February 2024, defines the council's approach to responding to the harmful effects of a changing climate. Actions resulting from the delivery of the strategy will offer opportunities for biodiversity improvements through new green infrastructure and sustainable urban drainage to tackle flooding and overheating.

### **Resource implications**

54. The costs connected with meeting the Biodiversity Duty will be contained within existing revenue and capital budgets relating to existing biodiversity actions and management within the council.
55. Officers from Parks and Natural Environment are leading on the Biodiversity Duty reporting and monitoring requirements and coordinating with the GLA on the LNRS. Planning Policy officers are leading on the implementation and monitoring of BNG through the planning application and development process.

### **Legal implications**

56. It is a legal requirement for the council to complete a 'First Consideration' of how it can conserve and enhance biodiversity and meet the requirements of the Biodiversity Duty, set out in [section 102](#) of the Environment Act 2021 as

amended from section 40 of the NERC Act 2006. The proposed strategy outlined in this report will ensure the council complies with its statutory requirements. Non-compliance with the Duty is outlined in paragraph 7 of this report.

### **Financial implications**

57. There is no financial cost with the production of this 'First Consideration' report. Future decisions and actions taken for biodiversity, including the reporting requirement of the Biodiversity Duty, should be considered for their potential financial implications.
58. Staffing and any other costs connected with this report will be contained within existing approved Parks & Natural Environment Division revenue budgets.

### **Consultation**

59. The Southwark Biodiversity Partnership (SBP) is a group of third-sector partners, residents, volunteers, societies and friends groups partially managed by Southwark and a principal delivery body of biodiversity objectives in the borough. The group meets quarterly with council officers and were updated on the new requirements arising from the Environment Act including biodiversity duty in February 2024.
60. Consultation on biodiversity projects in the public realm is regularly and extensively carried out with internal departments, external groups, residents, and other users of public space.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Head of Procurement**

61. This report does not require a formal procurement concurrent as none of the conditions of the Council's Contract Standing Orders (1.1) apply to the recommendations herein.

### **Assistant Chief Executive, Governance and Assurance (NST270824)**

62. The purpose of this report is to present proposed actions as a first consideration as to how Southwark will meet its statutory biodiversity duty as set. The recommendations include that Cabinet approves publication of the presented Biodiversity Report – First Consideration set out in Appendix 1. The council's primary biodiversity objectives are set out in paragraph 28 of this report. The next steps are set out in paragraphs 8-9.
63. Section 40 of the Natural Environment and Rural Communities (NERC) Act 2006 required that: "Every public authority must, in exercising its functions, have regard, as far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity." The Environment Act 2021

subsequently amended Section 40 of the NERC Act 2006 to strengthen this 'biodiversity duty' which now places a legal obligation on public authorities to:

- Consider what they can do to conserve and enhance biodiversity;
- Agree policies and specific objectives based on their consideration; and
- Act to deliver their policies and achieve their objectives.

64. To meet its biodiversity duty public authorities should have completed a 'first consideration' of what action to take for biodiversity by 1 January 2024 and then agree policies and objectives as soon as possible after this date. Agreed actions should then be reconsidered within five years of completion of this 'first consideration' with subsequent rolling reconsiderations at a frequency of no longer than every five years.
65. Consequently, this report has been prepared by officers 'first consideration' report has been drafted by officers and should be read together with Appendix 1 of this report. As 1 January 2024 deadline has passed, this is now overdue. The reason for the delay of this report is explained in paragraph 25 of this report.
66. Section 149 of the Equality Act 2010 imposes the public sector equality duty (PSED) on public authorities in the exercise of their functions, including traffic authorities' under the RTRA 1984. the council, in the exercise of its functions, to have due regard to the need to:
  - Eliminate discrimination, harassment and victimisation;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
  - Foster good relations between persons who share a relevant protected characteristic and those who do not share it.
67. Community, equalities (including socio-economic) and health impact statements are considered in paragraphs 45-49.
68. Council Assembly on 14 July 2021 approved a change to the council's Constitution to confirm that all decisions made by the council will consider the climate and equality (including socio-economic disadvantage and health inequality) consequences of taking that decision. This is considered at paragraphs 50-53.
69. Under Part 3, policy, paragraph 3, it is Cabinet's responsibility to formulate the council's overall policy objectives and priorities (recommending them to council assembly for approval where appropriate). The biodiversity duty reporting mechanism is a new statutory requirement imposed on the council. For this reason, the decision to consider and agree the first consideration of the biodiversity duty has come to Cabinet for decision.

### Strategic Director, Resources (FC24/009)

70. The report requests approval from Cabinet to note and support the requirement to meet the strengthened Biodiversity Duty, introduced by the Environment Act 2021, to approve this report and its appendix as our statutory First Consideration of the strengthened Biodiversity Duty and to note other recommendations.
71. The strategic director of resources notes that there will be no immediate financial implications associated with the implementation of the recommendations of this report and notes other comments in the financial implications.
72. Staffing and any other costs associated with this recommendation are to be contained within existing departmental revenue budgets.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
<p><b>Link:</b> <a href="#">Southwark Nature Action Plan</a></p>	Southwark Council Website	Liam Nash, Ecology Officer, <a href="mailto:Liam.nash@southwark.gov.uk">Liam.nash@southwark.gov.uk</a>
<p>Government guidance on meeting the Biodiversity Duty, including the First Consideration and Reporting requirements: <b>Link:</b> <a href="#">Complying with the biodiversity duty (gov.uk)</a> <a href="#">Reporting your biodiversity duty (gov.uk)</a></p> <p>Relevant legislation: <b>Link:</b> <a href="#">Environment Act 2021: Section 102 (legislation.gov.uk)</a></p>	Department for Environment, Food and Rural Affairs 2 Marsham St, London SW1P 4DF	
<p>Climate Change Strategy <b>Link:</b> <a href="https://www.southwark.gov.uk/assets/attach/48607/Climate-Change-Strategy-July-2021-.pdf">https://www.southwark.gov.uk/assets/attach/48607/Climate-Change-Strategy-July-2021-.pdf</a></p>	Southwark Council Website	Tom Sharland, Climate Change Programme Director, <a href="mailto:tom.sharland@southwark.gov.uk">tom.sharland@southwark.gov.uk</a>
<p>Climate Resilience and Adaptation Strategy <b>Link:</b> <a href="https://www.southwark.gov.uk/assets/attach/254863/Climate-">https://www.southwark.gov.uk/assets/attach/254863/Climate-</a></p>	Southwark Council Website	Climate Change Programme Director,

Background Papers	Held At	Contact
<a href="#">Resilience-and-Adaptation-Strategy-Feb-2024.pdf</a>		<a href="mailto:tom.sharland@southwark.gov.uk">tom.sharland@southwark.gov.uk</a>

## APPENDICES

No.	Title
Appendix 1	Southwark policies, objectives, and initiatives to conserve and enhance nature, and comply with Biodiversity Duty
Appendix 2	Joint Equality Impact and Needs Analysis for Cabinet Report: "First Consideration of the Strengthened Biodiversity Duty, arising from the Environment Act 2021"

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Portia Mwangangye, Neighbourhoods, Leisure, and Parks	
<b>Lead Officer</b>	Tara Quinn, Head of Parks and Natural Environment	
<b>Report Author</b>	Liam Nash, Ecology Officer	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRFFECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Resources	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	4 September 2024	

**Appendix 1:** List of Southwark policies, strategies and functions to promote, protect, and enhance the natural environment for biodiversity and people and meet the requirements of the strengthened Biodiversity Duty.

Policy/Initiative/Function	Overview/Targets	Progress/Future direction
<a href="#">Southwark Nature Action Plan (2020)</a>	<p>The SNAP is a framework to inform strategic direction, priorities, and actions to protect and enhance biodiversity in Southwark.</p> <ul style="list-style-type: none"> <li>• Organised around three themes:               <ul style="list-style-type: none"> <li><b>(i)</b> Making Nature Accessible for All</li> <li><b>(ii)</b> Biodiversity Net Gain</li> <li><b>(iii)</b> Nature Recovery Network</li> </ul> </li> <li>• Provides over 300 practical actions that can be implemented by different sectors: individual, public, private and voluntary, divided between 4 habitat and 7 species action plans               <ul style="list-style-type: none"> <li>The Habitat Action Plans are:                   <ul style="list-style-type: none"> <li>• Built Environment Habitat Action Plan</li> <li>• Gardens and Grounds Habitat Action Plan</li> <li>• Parks and Open Spaces Habitat Action Plan</li> <li>• Woodland Habitat Action Plan</li> </ul> </li> <li>The Species Action Plans are:                   <ul style="list-style-type: none"> <li>• Bats Species Action Plan</li> <li>• Hedgehog Species Action Plan</li> <li>• Stag Beetle Species Action Plan</li> <li>• Freshwater fauna Species Action Plan</li> <li>• Birds Species Action Plan</li> <li>• Woodland flora and fungi Species Action Plan</li> <li>• Pollinators Species Action Plan</li> </ul> </li> </ul> </li> </ul>	<p>The SNAP will be replaced with an updated strategy, guided by the GLA-produced London LNRS to:</p> <ul style="list-style-type: none"> <li>• Review and map the Borough’s existing areas of importance for biodiversity. Southwark’s nature sites (SINCs) were reviewed in 2015 with 22 additional sites added to the Southwark Plan 2022.</li> <li>• Agree priorities and strategic objectives for nature recovery in the borough.</li> <li>• Identify and map opportunities for nature recovery through habitat creation, regeneration or enhancement, or where nature recovery could contribute to other environmental benefits.</li> </ul> <p>Actions for the habitat and species SNAP action plans have been delivered through collaboration with multiple council departments and third-party stakeholders, for example:</p> <ul style="list-style-type: none"> <li>• Since 2018 Parks have had no scheduled use of Glyphosate or other pesticides, and the Cleaning Service has reduced pesticide application from three to two, annually, and is investigating alternatives to weed-control through the development of a Pesticide Reduction Strategy.</li> <li>• Relaxed mowing implemented and new meadows planted across SINCs, housing estates, road verges and parks, assisted by 2 new cut and collect flails purchased through a successful Rewild London fund bid.</li> <li>• &gt;1.4km native hedging planted inside parks</li> <li>• New ponds and SUDs schemes installed to improve wetland habitat and manage flood risk</li> <li>• Habitat structures installed throughout parks, e.g., bird and bat boxes, stag-beetle loggeries, rock piles, insect hotels,</li> <li>• A programme of eradication of Japanese Knotweed is in place and has been eradicated in 30 parks.</li> </ul>



<a href="#">Southwark Biodiversity Partnership</a>	The SBP is a group of third-sector partners, residents, volunteers, societies, and friends groups partially managed by Southwark and a principle delivery body of the SNAP. Meetings occur quarterly.	The SBP has, since 2004, successfully raised the profile of biodiversity in Southwark and delivered many conservation projects, while engaging with the residents and business of Southwark. <ul style="list-style-type: none"> <li>An independent chair has been appointed to provide administrative support and enhance the delivery capacity of the group</li> </ul>
Third-sector Ecology and Environment Contracts 2019 - 2026	Agreements with BOST, LWT and TCV are in place with Southwark until 2026/27 for the ecological management of certain SINC, providing added value through delivery of ecological and environmental services, e.g., community engagement, events, and volunteer opportunities, while delivering SNAP actions.	Delivery is monitored through an agreed set of KPIs based on identified outcomes in the Common Outcomes Framework. KPI targets for 23/24 were met and are expected to be met in the next reporting period: <ul style="list-style-type: none"> <li>In 2023/24, collectively delivered 27,002 volunteer hours, 344 volunteer work days, 56 events and 55 training days.</li> <li>From 2019 – 2022, collectively delivered 1326 volunteer days, 51,766 volunteer hours, 143 events and 258 training and education days.</li> </ul>
Biodiversity Data Monitoring	Biodiversity data is collated from a variety of sources including ecological surveys, local nature recorders, and through an SLA with GiGL, who provide quarterly updates on species and habitat records and maintain SINC information. We report on the <a href="#">National Indicator SDL160</a> (SINCs in positive environmental management).	<ul style="list-style-type: none"> <li>In 2023, 89% of Southwark's SINCs are in positive environmental management as per the SDL160 National Indicator.</li> </ul>
<a href="#">Tree Management Plan (2020)</a>	Policy aiming to maintain a healthy, protected and sustainably managed treescape, for the environment, biodiversity and wellbeing of Southwark residents, through a set of strategic objectives: <ul style="list-style-type: none"> <li>Manage existing tree stock in accordance with good practice</li> <li>Maintain a general presumption against the removal of trees</li> <li>Recognise the relationship between trees and the urban environment, promoting "right tree, right place"</li> <li>Ensure protection of trees and woodlands subject to TPOs, in Conservation Areas and SINCs.</li> <li>Promote the value of trees to residents, business and the developers</li> </ul>	<ul style="list-style-type: none"> <li>Since 2020, over 30,000 standard trees and saplings have been planted across the borough</li> <li>A comprehensive audit of the borough's tree stock has recorded total canopy cover at 18.24%</li> <li>Tree planting sites identified with active engagement with Friends of groups, TRAs, Trees for Bermondsey, Herne Hill Tree Watch, Southwark Nature Action Volunteers and more.</li> <li>Over 300 local residents were engaged in community tree planting events and 17 schools were engaged with as part of a new initiative to plant trees outside schools.</li> </ul> <p>The tree planting strategy additionally contributes to Southwark Plan, Council Delivery Plan, and Climate Change Action Plan Targets (see below).</p>
<a href="#">Southwark Plan 2019-2036 (2022)</a>	Several planning policies in the Southwark Plan aim to retain and enhance biodiversity through development management: <ul style="list-style-type: none"> <li>P57 Open Space</li> </ul>	The ecological input to individual planning cases has resulted in protection of species and significant increases in urban greening and ecological features. This is an ongoing process delivered through

	<ul style="list-style-type: none"> <li>• P58 Open water space</li> <li>• P59 Green Infrastructure</li> <li>• P60 Biodiversity</li> <li>• P61 Trees.</li> </ul> <p>Systems and processes relating to mandatory Biodiversity Net Gain are applied within the Planning department since implementation in Feb 2024, included training, guidance, updating validation checklists and pre-application templates.</p>	<p>planning conditions. Biodiversity Net Gain and Urban Greening Factor reports are regularly reviewed and gains are secured through the approval process.</p> <p>The types of Green Infrastructure include:</p> <ul style="list-style-type: none"> <li>• Green and biodiverse roofs</li> <li>• Sustainable drainage systems</li> <li>• Green and living walls</li> </ul> <p>Ecological Features include</p> <ul style="list-style-type: none"> <li>• Swift bricks</li> <li>• Bat bricks and tubes</li> <li>• Bee bricks and insect hotels</li> <li>• Nature rich amenity space</li> <li>• Bat friendly lighting</li> </ul> <p>Decision is to be made by the Council on whether to establish a Habitat Bank Vehicle to deliver offsite BNG on Council land. A scoping/feasibility study will be required to investigate this further.</p> <p>A review of the Southwark Plan is ongoing, involving the development of an updated evidence base to support the updated policies. This will include a Green Infrastructure Strategy and updated Open Space Needs Assessment. Both strategies are an opportunity to identify where additional greening and biodiversity can be incorporated in the revised spatial plan for the borough.</p>
<a href="#">Council Delivery Plan (2022)</a>	<p>The third theme in the council delivery plan is a “healthy environment”, with key corporate targets relating to biodiversity:</p> <ul style="list-style-type: none"> <li>• Make Southwark the first inner London council to have over 100,000 trees, so every neighbourhood in Southwark gains more tree canopy cover</li> <li>• Working with local people and schools to find locations for and plant 20,000 trees</li> <li>• Improve our green spaces and create new parks</li> <li>• Work with local people to create more nature sites, woodlands and urban planting</li> <li>• Give communities on our estates a new right to have a community garden or food growing plots on their estate</li> </ul>	<p>Corporate targets are measured against a set of quantitative KPIs, which are regularly reviewed and updated.</p> <ul style="list-style-type: none"> <li>• Number of trees planted annually (target = 5000 per annum): 2023/24 delivered = 5,086</li> <li>• Number of local people involved in tree planting (target = 150) progress 2023/24 = 313</li> <li>• Number of schools involved in tree planting (target = 12) progress 2023/24 = 17</li> </ul>

<a href="#">Climate Change Strategy and Action Plan (2021)</a>	<p>The third priority area within the Climate Change Strategy is a 'Thriving Natural Environment' which promises to:</p> <ul style="list-style-type: none"> <li>• Improve biodiversity and introduce new green corridors to help wildlife to move.</li> <li>• Make our streets a green place to walk, play and relax.</li> <li>• Increase tree canopy coverage across the borough with more planting, ensuring any loss of existing trees cover is a last resort and that those trees are replaced.</li> <li>• Increase food growing in the borough, expanding allotments and community gardening.</li> <li>• Enable building and development that works alongside and enhances our natural environment.</li> </ul> <p>The Action Plan for the strategy includes 14 SMART actions for the Thriving Natural Environment priority area:</p> <ul style="list-style-type: none"> <li>• Create greener streets with more planting (4 actions)</li> <li>• Increase tree coverage across the borough (2 actions)</li> <li>• Residents have greater access to nature (2 actions)</li> <li>• Building and development works alongside and enhances the natural environment (4 actions)</li> <li>• Define an offsetting strategy for residual emissions (2 actions)</li> </ul>	<p>A £1m allocation for capital projects for green space enhancements and biodiversity improvements was agreed in 2022 in response to Climate Change Citizen Jury recommendations. This allocation is managed by the climate change team and a programme of capital projects is underway with a pipeline of new projects being developed by council teams and external stakeholders.</p> <p>Tree-related targets overlap with those in the Council Delivery Plan (see Tree Management Policy).</p>
<a href="#">Climate Resilience and Adaptation Strategy (2024)</a>	<p>The Climate Resilience and Adaptation Strategy and Action Plan was adopted in Feb 2024. It focuses on adapting the borough to a changing climate with a focus on those who are most vulnerable to the increased hazards and risks.</p> <p>Two of the priority areas, 'overheating' and 'flooding', will offer opportunities for new and enhanced biodiversity and green infrastructure through new physical projects. A third priority area 'new pests and diseases', includes actions for the implementation of monitoring to detect and identify new pests and diseases to protect both biodiversity and human health.</p>	<p>A £1m allocation for capital projects for climate resilience projects that include the opportunity for biodiversity improvements was agreed with the adoption of the strategy. This will be rolled out through 2024/25.</p> <p>The embedding of how climate adaption and resilience should be considered through council service delivery and programme design is a priority for the Climate Change Team over the next 12 months.</p>
<p>Community Gardening focus</p>	<p>The CDP includes the "Give communities on our estates a new right to have a community garden or food growing plots on their estate" target, while the Climate Change Action Plan includes the "Increase</p>	<ul style="list-style-type: none"> <li>• 211 growing plots have been created at 18 gardens on housing estates (60 plots achieved in 23/24. 5 new projects are in development)</li> </ul>

	<p>food growing in the borough, expanding allotments and community gardening” priority area.</p> <p>From this, the Community Gardening focus includes:</p> <ul style="list-style-type: none"> <li>• The Allotment Expansion Guarantee (AEG): establishing a right for residents to set up and run food growing on estates</li> <li>• Supporting a community gardening network</li> <li>• Training and support for existing gardens and gardeners</li> <li>• A new Composting Doctor initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Gardening groups have set up community orchards (Rouel Road and Brandon 1 since 2021), wildlife gardens, reduced mowing trials</li> <li>• Two networking events for community gardeners, including first working group</li> <li>• Food growing training at AEG projects in their first year and two Community Organising training sessions to support residents to lead projects</li> </ul>
<a href="#">Southwark Land Commission (2023)</a>	<p>The fifth recommendation from the commission, “cherish our natural capital and decarbonise our land”, lists priority actions relating to biodiversity:</p> <ul style="list-style-type: none"> <li>• Join up existing green spaces to create a network of Biodiversity Corridors</li> <li>• Offer opportunities to participate in the greening of our borough through community gardening and re-wilding</li> <li>• Use roof space for biodiversity</li> </ul>	<p>Recommendations from the commission are to be considered by Cabinet</p>
<a href="#">Open Spaces Strategy 2013</a>	<p>Southwark’s strategy setting out standards and providing action plan for objectives for different types of open space and recreation facilities for over 10years.</p> <p>Includes specific objectives for biodiversity:</p> <ul style="list-style-type: none"> <li>• B1: Ensure the protection, management and enhancement of SINCs, biodiversity, and the linkages between them.</li> <li>• B2: Encourage innovative new areas of natural habitat within new and existing open space, natural play environments and developments.</li> <li>• B3: Continue to protect and enhance the River Thames, including its value for biodiversity.</li> </ul>	<p>Southwark’s Open Spaces Strategy will be updated as part of the Southwark Plan review.</p>
<a href="#">Streets for People 2023-2030</a>	<p>Southwark’s transport strategy for 2023-2030 will set out commitments to improve residents’ quality of life, by changing travel and street use. The fourth theme “Streets for Nature”, sets out to “Clean our air and reduce the impact of climate change by increasing biodiversity, making our streets greener and more resilient to extreme weather”.</p> <p>Two objectives related to biodiversity include:</p>	<p>Final Policy to be considered by Cabinet in December 2024.</p> <p>Commitments to meet biodiversity objectives include:</p> <ul style="list-style-type: none"> <li>• Properly managed biodiverse environments, areas of unpaved ground to function as carbon sinks</li> <li>• Additional tree planting with long-term maintenance in place to make Southwark the first inner London council to have over 100,000 trees.</li> </ul>

	<ul style="list-style-type: none"> <li>Objective 11: Reduce emissions from transport and improve air quality</li> <li>Objective 12: Make streets greener and more resilient to extreme weather.</li> </ul>	<ul style="list-style-type: none"> <li>Additional parklets and greening on the highway so that at least 10% of all highway schemes are dedicated to planting and nature-based solutions</li> <li>Streets designed in a way that they have a low carbon footprint and help regenerate natural ecosystems including soil, water, air, temperature, biodiversity, edibles, wildlife habitat, food and compost.</li> </ul>
<a href="#">Southwark 2030</a>	<p>Southwark's strategy and ambitious vision for the decade. Still in draft, extensive consultation with residents, local organisations, businesses and council has been conducted, and their views will drive the direction of the strategy – including outcomes relating to the environment.</p> <p>The 6<sup>th</sup> Goal for “A healthy environment” relates directly to biodiversity and includes deliverables to:</p> <ul style="list-style-type: none"> <li>Create more green space and biodiversity for our community to enjoy</li> <li>Help people and businesses switch to healthy, clean and green transport</li> <li>Make our buildings energy efficient with clean, green power</li> </ul>	Final strategy goals, including a more detailed outcomes framework and action plan, are intended to be published in early autumn 2024.
<a href="#">Cleaner, Greener, Safer</a>	The CGS programme funds ideas from local organisations or individuals to improve the local area. Many funded projects are to improving the existing planting on estates, providing community gardens, landscaping, food growing projects and wildlife areas.	
Other Southwark policies	<p>Even when biodiversity is not the primary objective, other Southwark department strategies may indirectly benefit biodiversity, or are indirectly positively influenced by the enhancement of biodiversity and resident access to nature, including:</p> <ul style="list-style-type: none"> <li><a href="#">Air Quality Strategy Action Plan 2017</a></li> <li><a href="#">Local Flood Risk Management Strategy (expected 2024)</a></li> <li><a href="#">Southwark Food Security Action Plan 2019</a></li> <li><a href="#">Culture Strategy 2017</a></li> </ul>	

## APPENDIX 2

### Equality Impact and Needs Analysis for Cabinet Report: “First Consideration of the Strengthened Biodiversity Duty, arising from the Environment Act 2021”

*From Joint Equality and Healthy Analysis template*

#### Section 1: Equality analysis details

<b>Equality analysis author</b>	Liam Nash				
<b>Strategic Director:</b>	Toni Ainge				
<b>Department</b>	Environment, Neighbourhoods and Growth	<b>Division</b>	Parks and Natural Environment		
<b>Period analysis undertaken</b>	August 2024				
<b>Date of review (if applicable)</b>	N/A				
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

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

<b>1.1 Brief description of policy/decision/business plan</b>
<p>This assessment covers the Council’s requirement to meet the strengthened Biodiversity Duty introduced by the Environment Act 2021, including the statutory First Consideration and reporting requirements of the Duty.</p> <p>Meeting the Biodiversity Duty is a corporate responsibility that cuts across all council departments, actions, and decision making, covering too large a range of activities to assess individually. Thus, this assessment provides an opportunity to evaluate the impact of meeting the Biodiversity Duty generally - by protecting and enhancing biodiversity - on any group or protected characteristic as outlined in the Equalities Act 2010 or the Public Sector Equality duty (PSED), in alignment with a just transition for our residents in tackling the climate emergency.</p>

#### Section 3: Pre-implementation equality analysis

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

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

<b>Age</b> - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>Complying with the Biodiversity Duty will have a positive impact on people of different ages. Actions for the conservation and promotion of biodiversity promote community cohesion by connecting people with nature, providing volunteering opportunities, and fostering positive interactions between people from different age groups.</p> <p>Many activities to conserve and enhance biodiversity provide novel opportunities for participation with physical activity for members of the public who may not be able to participate in other forms of physical exercise due to age. This increases representation in outdoor activities and promotes resident health and wellbeing.</p> <p>Access to nature is well documented as beneficial to both mental and physical health. Biodiversity also benefits the health of communities in its own right through improving air quality, reducing urban temperatures, reducing noise and calming traffic, managing flood risks, and providing amenity value, recreation space and cultural services.</p> <p>Community gardening initiatives, such as through the Allotment Expansion Guarantee, and Great Estates programme, can create highly biodiverse spaces, while increasing access to fresh food, exercise and social interactions, all of which contribute to the health and wellbeing of residents within different age groups, while meeting the requirements of the biodiversity duty.</p>	
<b>Mitigating actions to be taken</b>	
<p>Southwark continues to develop regular volunteering with community volunteers and promote volunteering in our open spaces. This includes specific opportunities for both schools, and older people. Volunteering supports local economic wellbeing by providing valuable services to local communities, while boosting the skillsets and employability of young volunteers, and the health and wellbeing of volunteers from all age groups.</p>	

<b>Disability</b> - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>Complying with the Biodiversity Duty is expected to have a positive impact for people with disabilities.</p> <p>Access to nature is well documented as beneficial to both mental and physical health. Biodiversity</p>	

also benefits the health of communities in its own right through improving air quality, reducing urban temperatures, reducing noise and calming traffic, managing flood risks, and providing amenity value, recreation space and cultural services.

Many activities to conserve and enhance biodiversity provide novel opportunities for participation with physical activity for members of the public who may not be able to participate in other forms of physical exercise due to a disability. This increases representation in outdoor activities and promotes resident health and wellbeing.

For example, community gardening initiatives such as through the Allotment Expansion Guarantee, and Great Estates programme, can create highly biodiverse spaces, increasing access to exercise and social interaction, contributing to health in wellbeing, while meeting the requirements of the biodiversity duty.

#### **Mitigating actions to be taken**

Southwark continues to consider to develop volunteering opportunities and promote volunteering in our open spaces which are accessible to people of varying ability. Volunteering supports local economic wellbeing by providing valuable services to local communities, while boosting the skillsets, employability, health and wellbeing of volunteers.

Southwark continues to consider accessibility in the design of biodiverse spaces, to make nature accessible to all in the borough. This includes, but not limited to, wheelchair friendly pathways in nature areas, multimedia interpretation material, and planting sensory gardens to allow residents with sensory or mental disability to experience nature to its fullest extent.

**Gender reassignment** - The process of transitioning from one gender to another.

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

#### **Potential health impacts (positive and negative)**

There is limited data available for this characteristic, but no detrimental impacts are expected from meeting the Biodiversity Duty. Access to nature is well documented as beneficial to both mental and physical health.

#### **Mitigating actions to be taken**

Southwark continues to support and works with third-sector organisations wherever possible that engage underrepresented groups with biodiversity and the nature sector.

**Marriage and civil partnership** – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**



Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There is limited data available for this characteristic, but no detrimental impacts are expected from meeting the Biodiversity Duty.	
<b>Mitigating actions to be taken</b>	
None	

<b>Pregnancy and maternity</b> - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There is limited data available for this characteristic, but no detrimental impacts are expected from meeting the Biodiversity Duty.	
<p>Access to nature is well documented as beneficial to both mental and physical health. Biodiversity also benefits the health of communities in its own right through improving air quality, reducing urban temperatures, reducing noise and calming traffic, managing flood risks, and providing amenity value, recreation space and cultural services.</p> <p>Many activities to conserve and enhance biodiversity provide novel opportunities for participation with physical activity for members of the public who may not be able to participate in other forms of physical exercise, such as when pregnant.</p>	
<b>Mitigating actions to be taken</b>	
None	

<b>Race</b> - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Complying with the Biodiversity Duty is expected to have a positive impact on all communities. Actions for the conservation and promotion of biodiversity promote community cohesion by connecting people with nature, providing volunteering opportunities, and fostering positive interactions between people from different communities.</p>	
<p>However, Black, Asian, and Minority Ethnic communities experience lower greenspace provision nationally, greater inequality in access to nature, are at greater risk of negative impacts from climate risks.</p>	

Action to conserve and enhance biodiversity aligns with a just transition for our residents in tackling the climate emergency. Many measures to improve biodiversity, such as urban greening, also protect the Borough against effects of climate change, such as overheating and flooding. The Climate Resilience and Adaptation Strategy focuses such actions on residents and communities who are most vulnerable to climate risks.

Much of the wildlife assets of Southwark are in parks and public spaces, free to all users, and accessible year round. Actions taken to improve and diversify the habitats of these spaces provides improved access to a wider variety of nature, particularly for residents without a private garden or balcony, which are disproportionately from Black, Asian, and Minority Ethnic communities.

#### **Mitigating actions to be taken**

Addressing inequality in access to nature is a central element to several of the biodiversity policies and actions in place to meet the Biodiversity Duty. The first theme of the Southwark Nature Action Plan is centred on “Making Nature Accessible for All”, with guidance to promote public events, improve site access, provide interpretation and education, and seek new venues to reach new audiences.

The Council supports and works with third-sector organisations wherever possible that engage underrepresented groups from Black, Asian, and Minority Ethnic communities with biodiversity and the nature sector, including Blak Outside and Black Girls Hike.

The Areas of Deficiency in Access to Nature map, updated by Greenspace Information for Greater London, is used as a decision-making factor in strategically deciding where to prioritise action for biodiversity. Implementing biodiversity conservation and enhancements in areas of deficiency, which are linked to areas of socio-economic deprivation, but also Black, Asian, and Minority Ethnic communities who experience lower greenspace provision nationally, aims to address some of these inequalities and target communities currently less able to benefit from engaging with nature.

**Religion and belief** - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

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

#### **Potential health impacts (positive and negative)**

Complying with the Biodiversity Duty is expected to have a positive impact on communities of different religions and beliefs. Actions for the conservation and promotion of biodiversity promote community cohesion by connecting people with nature, providing volunteering opportunities, and fostering positive interactions between people from different communities.

#### **Mitigating actions to be taken**

Southwark continues to support and works with third-sector organisations wherever possible that engage underrepresented groups with biodiversity and the nature sector.

**Sex** - A man or a woman.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There is limited data available for this characteristic, but no detrimental impacts are expected from meeting the Biodiversity Duty.	
<b>Mitigating actions to be taken</b>	
None	

<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There is limited data available for this characteristic, but no detrimental impacts are expected from meeting the Biodiversity Duty. Access to nature is well documented as beneficial to both mental and physical health.	
<b>Mitigating actions to be taken</b>	
Southwark continues to support and works with third-sector organisations wherever possible that engage underrepresented groups with biodiversity and the nature sector.	

<b>Socio-economic disadvantage</b> – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Complying with the Biodiversity Duty is expected to have a positive impact on all communities. Actions for the conservation and promotion of biodiversity promote community cohesion by connecting people with nature, providing volunteering opportunities, and fostering positive interactions between people from different communities.</p> <p>However, socio-disadvantaged communities experience lower greenspace provision nationally, greater inequality in access to nature, and are at greater risk of negative impacts from climate risks.</p> <p>Action to conserve and enhance biodiversity aligns with a just transition for our residents in tackling the climate emergency. Many measures to improve biodiversity, such as urban greening, also protect the Borough against effects of climate change, such as overheating and flooding. The Climate Resilience and Adaptation Strategy focuses such actions on residents and communities who are most vulnerable to climate risks.</p>	

Much of the wildlife assets of Southwark are in parks and public spaces, free to all users, and accessible year round. Actions taken to improve and diversify the habitats of these spaces provides improved access to a wider variety of nature, particularly for residents without a private garden or balcony, disproportionately linked to socio-economic disadvantage.

**Mitigating actions to be taken**

Addressing inequality in access to nature is a central element to several of the biodiversity policies and actions in place to meet the Biodiversity Duty. The first theme of the Southwark Nature Action Plan is centred on “Making Nature Accessible for All”, with guidance to promote public events, improve site access and disabled access, provide interpretation and education, and seek new venues to reach new audiences.

The Council supports and works with third-sector organisations wherever possible that engage underrepresented or disadvantaged groups with biodiversity and the nature sector, including Global Generation, Walworth Garden, Future Gardeners, and more.

The Areas of Deficiency in Access to Nature map, updated by Greenspace Information for Greater London, is used as a decision-making factor in strategically deciding where to prioritise action for biodiversity. Implementing biodiversity conservation and enhancements in areas of deficiency, which are linked to areas of socio-economic deprivation, aims to address some of these inequalities and target communities currently less able to benefit from engaging with nature.

<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Local Flood Risk Management Strategy
<b>Cabinet Member:</b>	Councillor James McAsh, Clean Air, Streets and Waste
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a

**FOREWORD - COUNCILLOR JAMES McASH, CABINET MEMBER FOR CLEAR AIR, STREETS AND WASTE**

Over 2,000 properties are at a high risk of flooding from surface water within the Southwark borough. With the effects of climate change this number is likely to rise in coming years. It is vital that we invest and support the development of flood risk management within the Southwark borough to better protect people, property and the natural environment.

Collaboration between departments in Southwark Council, led by the Flood Risk Management Team, has meant that sustainable and innovative flood alleviation projects have been successfully delivered.

The Dulwich and Herne Hill areas experienced widespread flooding in 1984, 2004, and 2007. In 2015 a flood alleviation scheme was completed that provided £12m of economic benefit to the area, whilst protecting over 200 properties at risk of surface water flooding and 80 properties at risk of sewer flooding.

This Local Flood Risk Management Strategy sets out four strategic objectives which Southwark Council will follow to deliver improved flood risk management duties over the next six years. These are underpinned by core themes of flood risk awareness, collaboration and communication, socio-economic and environmental benefits, and climate change.

Our recently updated Surface Water Management Plan has refreshed our understanding of flood risk within the Southwark borough. This information has subsequently informed decisions taken for this Local Flood Risk Management Strategy, from which a detailed action plan has been produced which establishes 41 actions for delivery by Southwark Council and other risk management authorities to improve Southwark’s flood resilience.

The Southwark Flood Risk Management Team will lead on the delivery of most actions however it is crucial that risk management authorities collaborate effectively to support the overall delivery of flood risk management.

Flood risk cannot be avoided completely but actions taken by individuals, businesses, community groups, and organisations can help to reduce damage and improve recovery.

We would like to thank colleagues across Southwark Council for contributing to the development of this Local Flood Risk Management Strategy. We would also like to thank the Environment Agency and Thames Water for their support in taking ownership of some actions within the Southwark borough.

Alongside this we would like to thank all those who have taken the time to respond to our public consultation and provided us with valued feedback which will be considered through the development and delivery of this Local Flood Risk Management Strategy.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet**

1. That the approval and implementation of the updated Local Flood Risk Management Strategy (LFRMS) as set out in Appendix 1 be agreed.

### **Recommendations for the Leader of the Council**

2. That the leader of the Council approves the implementation of the strategy as per the Council's statutory duties as a Lead Local Flood Authority (LLFA) role.

## **REASONS FOR RECOMMENDATIONS**

3. An updated LFRMS is a statutory duty of the authority. As a LLFA, Southwark Council has a duty to develop a strategy for local flood risk management. There is also a requirement to maintain, apply and monitor it, as set out under Section 9 of the Flood and Water Management Act (2010).

## **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

4. N/a

## **POST DECISION IMPLEMENTATION**

5. Once approval has been received to adopt the LFRMS, the document will be published on the council's website, and a communications campaign will be organised to notify the community. Sessions can also be held between LLFA officers and councillors to improve awareness of the LFRMS and how it can be used.
6. To support the delivery of the LFRMS, an Action Plan has been developed, which details how the goals of the LFRMS will be achieved. These actions each have timescales for delivery, and these will be monitored to evaluate the delivery of the LFRMS.

Key Activity	Target completion date
Local Flood Risk Management Strategy to be published	2024
Implementation of Action Plan	2024 - 2030

## BACKGROUND INFORMATION

7. The Regulations designate all local authorities including Southwark Council as Lead Local Flood Authorities. Among others, a Lead Local Flood Authority (“LLFA”) has duties to identify areas at risk of flooding, prepare flood hazard / risk maps, flood risk management plans and co-operate with other risk management authorities in managing flood risk. The Act came into effect in April 2011, requiring LLFAs to take on the responsibility of leading on the management and co-ordination of local flood risk.
8. The Council has taken notice of the new roles and responsibilities under the act and is one of very few Boroughs in London to have put in place a dedicated flood and drainage team. The team has been in place since April 2011.
9. Under section 9 of the Act, Southwark Council is required to develop, maintain, apply, and monitor a LFRMS for the borough. The LFRMS should provide strategic direction in proactively managing flood risk in Southwark to meet the requirements of the act.
10. The LFRMS outlines the general approach to managing flood risk across the borough consistent with the Act. The Council’s primary purpose for this strategy is to ensure that, as far as is reasonably practicable, the risk of flooding to human health and life, the environment, economic activity, infrastructure and cultural heritage arising from surface water, groundwater and ordinary watercourses is minimised.
11. The key objectives of the strategy are to:
  - To improve community awareness of local flood risks and the authorities responsible for managing them.
  - To collaborate with internal departments, organisations, authorities and partnership groups to support successful communication in managing flood risk.
  - To support development across Southwark encouraging the integration of Sustainable Drainage Systems (SuDS) within planning designs to promote sustainable multi-beneficial solutions that contribute to wider social, economic and environmental outcomes.
  - To apply knowledge on local flood risk to assist in improving Southwark’s resilience to the impacts of climate change.
12. The LFRMS can be found in (Appendix 1), along with this a Strategic

Environmental Assessment (SEA) (Appendix 2), Habitat Regulations Assessment (HRA) (Appendix 3), Action Plan (Appendix 4), have also been developed.

## **KEY ISSUES FOR CONSIDERATION**

13. Development of the first draft of the LFRMS was completed in 2023. The documents were then distributed internally for consultation among relevant Council teams. Comments received from the internal consultation were incorporated into an updated version of the documents.
14. The revised strategy was then sent to external partners for the second stage of consultation. This was to ensure that the document fully complied with all requirements of the Act, and to draw on the experience and knowledge of the external partners. The external partners consulted included the Environment Agency, Thames Water, neighbouring London Boroughs and Transport for London. The comments received were used to further refine the strategy.
15. The draft strategy was subsequently sent out for public consultation in June 2023. This was to ensure that the needs of the community were fully understood and met.
16. The consultation process involved attendance and presentations at Community Council meetings. The draft strategy, the associated SEA and questionnaires were loaded on the Council's website for the public to review and comment. In addition, the aforementioned documents were placed in all local libraries, one stop shops and housing offices to make them readily accessible to the public.
17. The public consultation received a good level of engagement, with over 100 responses from members of the public. This ensured that the final version of the LFRMS was as reflective of the views of local residents as possible, to ensure a Strategy that can be implemented to the benefit of communities across Southwark.
18. Notice has been taken of relevant comments and responses were reviewed and suitably incorporated into an updated version of the LFRMS. Key among them was the need to make the document available to tenants and resident associations and to simplify the language in the strategy. A simplified version of the strategy was already available, and tenants and residents' associations were notified of the consultation.
19. The consultation was undertaken in adherence with the Council's Statement of Community Involvement adopted on the 29 January 2008 which specifies a 12-week public consultation (6 weeks formal and 6 weeks informal) period for Local Development Documents.
20. Table 1 below summarises the stages of the consultation process.



**Table 1. Consultation Stages**

<b>Stage of Consultation</b>	<b>When did it occur?</b>
Internal consultation	Early 2023
External consultation with relevant stakeholders	February 2023
Public consultation	June - August 2023

21. Following the public consultation, the responses received were reviewed and suitably incorporated into an updated version of the LFRMS. An overview of the main comments received, that were addressed by updates, has been included below:

- **Stronger policies / bolder actions on depaving, non-permeable paving and improving green space** – Information included to support, encourage, and advise residents on de-paving and the installation of green roofs. The document puts forth measures to regulate the effective use of these strategies by private landowners and sets a firm plan for extending the few small pilot projects which have been put in place so far. Green roofs and de-paving are key components of Southwark's strategy.
- **Improved references to policy context** – Wider policy drivers noted, including the Urban Greening factor and Biodiversity Net Gain, highlighting these as important measures which will manage surface water and increase attenuation. The LFRMS should also reference Southwark Local Plan policies on drainage.
- **Increase the frequency of community events with residents** – No changes made to LFRMS. However, Southwark Flood Risk team have formed a partnership with the National Flood Forum to setup a community flood group in Gipsy Hill and have attended / are attending multiple community events to increase awareness of flooding and suitable mitigation.

### **Policy framework implications**

22. The Council's roles and responsibilities under the Act and Regulations, which are documented in the LFRMS, have implications, particularly on the Council's development of planning policy.
23. The LFRMS also highlights the increasing importance for new developments to demonstrate an allowance for climate change and its impacts in proposals, such as changes in rainfall patterns.

### **Community, equalities (including socio-economic) and health impact statement.**

24. Recommendations set out in this report will have no particular impact on people with protected characteristics, namely age, disability, faith/religion, gender, race and ethnicity and sexual orientation.

25. The LFRMS has identified areas at a higher risk of flooding and recommends engagement with such communities to raise awareness and actions to reduce flood risk.

### **Climate change implications**

26. The LFRMS aligns with priority 3 of the Council's Climate Change Strategy. The plan is underpinned by the core theme of climate change and the effects this will have on properties at risk of flooding in the future.
27. Southwark Council's aim of becoming carbon neutral by 2030 is also something which the LLFA supports and looks to maximise opportunities within the delivery of flood alleviation schemes. Actions addressing climate change issues have been included under LFRMS Strategic Objective D and broadly aim to:
- To reduce carbon emissions, with the aim of being carbon neutral.
  - To improve biodiversity by contributing to net environmental / biodiversity gain.
28. The LLFA will collaborate with the Southwark Climate Change team to support the delivery of the Climate Change Action Plan, where these actions relate to flood risk.
29. Climate change is set to increase the risk of tidal flooding Southwark is vulnerable to from the River Thames. At present this is managed by the Thames Tidal Defence System which in its entirety includes:
- The Thames Barrier and eight other flood barriers
  - Over 330km of walls and embankments
  - Over 400 other structures such as flood gates, outfalls and pumps.
30. However, these assets need to be regularly maintained and where this cannot be met there is a reduced standard of protection offered by the Tidal Thames Defence System due to asset deterioration and the impact of climate change.
31. To manage this the Thames Estuary 2100 (TE2100) Plan sets out an adaptive plan for different rates of sea level rise and monitors how the estuary is changing. Regular reviews of the plan enable an effective approach to maintaining and improving defences along the Thames Estuary against the effects of climate change. The TE2100 Plan was developed by the EA and provides strategic direction for managing flood risk in the Thames Estuary to the end of the century.
32. Southwark Council will continue to work with our partners in managing the flood risk from the River Thames to bolster resilience to flooding both now and in the face of climate change.

### **Resource implications**

33. The LFRMS will have no additional resource implications for Southwark Council. A team has been in place to execute the Council's duties and

responsibilities under the Flood Risk Management Act 2010. This team will assume responsibility for implementing the LFRMS. The team is currently funded from the Council's allocation of a Government Grant.

## **Consultation**

34. Extensive consultation was carried out in three stages:
- Consultation with internal partners
  - Consultation with external partners (e.g. Environment Agency, Thames Water, neighbouring London Boroughs)
  - Public consultation.
35. The process ensured that the views of internal and external stakeholders were taken into consideration in the final strategy.
36. All available avenues were employed to ensure stakeholders were made aware of the document. These included the website, libraries, housing offices and one stop shops. Council social media channels were used to publicise the public consultation, to ensure that residents were fully aware of the consultation taking place.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Assistant Chief Executive (Governance & Assurance) – NST280824**

37. The Flood Risk Regulations 2009 and Flood and Water Management Act 2010 impose a wide range of duties on Lead Local Flood Authorities. Primarily these duties relate to the need to analyse and plot the risk from flooding in their area and to prepare a flood management plan, which may identify areas where flood mitigation work is advisable. The requirement is to coordinate views and activity with other local bodies and communities through public consultation and scrutiny, and delivery planning.
38. Section 9 of the Act requires the Council as the lead local flood authority to maintain, apply and monitor a strategy for flood risk management in its area ("LFRMS"). Under section 7 of the Act, the LFRMS must be consistent with the national flood and coastal erosion risk management strategy. Prior to adopting the LFRMS, the Council is required to consult with the public and in turn publish a summary of its LFRMS.
39. The consultation responses are summarised in paragraph 21 of the report.
40. Section 149 of the Equality Act 2010 imposes the public sector equality duty (PSED) on public authorities in the exercise of their functions, the council, in the exercise of its functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation.
  - advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;

- foster good relations between persons who share a relevant protected characteristic and those who do not share it.
41. Community, equalities (including socio-economic) and health impact are considered in paragraphs 24-25.
  42. Council Assembly on 14 July 2021 approved a change to the council's Constitution to confirm that all decisions made by the council will consider the climate and equality (including socio-economic disadvantage and health inequality) consequences of taking that decision. This is considered at paragraphs 26-32.
  43. Under paragraph 3B, under paragraph 5 of the policy heading, Cabinet has the power to determine the authority's strategy and programme in relation to the social, environmental and economic needs of the area. Given the cross-cutting nature of the LFRMS at Appendix 1, Cabinet is asked to agree the strategy.

### **Planning**

44. The Head of Development Management has confirmed that there are no comments from the Planning team, and that they approve of the content included within the LFRMS.

### **Strategic Director of Resources (FC24/010)**

45. This report requests that the Cabinet and the leader of the Council approve the updated Local Flood Risk Management Strategy outlined above.
46. The Strategic Director of Resources notes that there are no additional funding implications arising from the implementation of the updated Local Flood Risk Management Strategy.
47. The funding of the strategy will be contained within the £452k Flood Risk base budget within the Highways Division.
48. The Strategic Director of Resources notes that staffing and any other running costs connected with these recommendations are to be contained within existing resources.

### **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Local Flood Risk Management Strategy and Associated Documents
Appendix 2	Strategic Environmental Assessment (SEA)
Appendix 3	Habitat Regulations Assessment (HRA)
Appendix 4	Action Plan

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor James McAsh, Clear Air, Streets and Waste	
<b>Lead Officer</b>	Toni Ange, Acting Strategic Director of Environment, Sustainability and Leisure	
<b>Report Author</b>	Alwyn Samuel, Highways Maintenance Manager	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Resources	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		4 September 2024

<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Policy and Resources: Revenue Monitoring Report 2024-25
<b>Cabinet Member:</b>	Councillor Stephanie Cryan, Equalities, Democracy and Finance
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a

#### **FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR EQUALITIES, DEMOCRACY AND FINANCE**

This report sets out the month 4 forecast position for the General Fund, Housing Revenue Account and Dedicated Schools Grant for the 2024-2025 financial year.

With a new Government, we eagerly await the Autumn Statement later this year and the announcements for Local Government Finance.

The General Fund remains robust but we are seeing continued demand and cost pressures in homelessness services, for those who have no recourse to public funds.

We are also now seeing new demand pressures within Childrens Services driven by the increased placement costs for children with complex needs and shortage of available foster placements.

A less than expected income within the Planning and Growth Department coupled with the cost of maintaining void commercial properties has had an impact on our revenue costs and we are also having to allocate additional resources to the contact centre to ensure we are providing the best service possible for our residents.

This means that at present we are seeing an adverse variance of £12.9m within the General Fund, however we are committed to delivering on a balanced budget for this financial year and all departments are working with cabinet to look at mitigating actions and opportunities to ensure we deliver on a balanced budget by the end of the financial year.

We recently agreed our Housing Revenue Account Recovery Plan to help navigate the ongoing pressures within our housing finances currently reporting a potential £10.1m pressure due to the inflationary increases.

The Housing Revenue Account has been impacted over recent years, firstly by the cumulative effect of the rent lost as a consequence of the 1% rent reduction from 2016-2020 as part of the Welfare Reform Act and by the 7% rent cap imposed by the Government in 2023. This has led to a reduced income base for future years rent uplifts and will continue to affect future rental income levels.

This report outlines the current in year deficit of £10.1m and the measures agreed to manage the deficit both in year and longer term.

We continue to prioritise ways to secure the financial sustainability of the HRA.

I welcome the recent report led by Councillor Kieron Williams and the council on Securing the future of England's council housing which offers five solutions and more than 20 recommendations from over 100 councils. It was encouraging to hear the Minister reference the report in Parliament.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet to note**

The Housing Revenue Account (HRA) initial forecast of an adverse variance of £10.1m, acknowledging the volatility and assumptions that this forecast is based on.

The adverse variance of £12.9m forecast for the General Fund (GF) in 2024-25.

1. The key adverse variations and budget pressures and mitigating actions underlying the position:
  - Housing Revenue Account (paragraphs 14-30)
  - General Fund (paragraphs 31-84)
  - Demand pressures in temporary accommodation (TA) (Housing)
  - Increased costs for those who have 'No Recourse to Public Funds' (NRPF) (Environment Neighbourhoods and Growth)
  - Increased costs in children services driven by the increased placement costs for children with complex needs and shortage of available foster placements (Childrens and Adults)
  - Planning and Growth – less than expected income and cost of maintaining void properties (Finance)
  - Customer services – Additional resources into the contact centre to address capacity issues (Finance)
2. The Dedicated Schools Grant (DSG) in-year pressure of £0.68m.

### **Recommendations for the Cabinet to approve**

3. The write-off of a bad debt totalling £0.140m for a commercial outdoor event which is deemed to be irrecoverable (paragraph 67).

## **REASONS FOR RECOMMENDATIONS**

4. N/a

## **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

5. None considered as this is a revenue monitoring report for 2024-25.

## **POST DECISION IMPLEMENTATION**

6. N/a

## **BACKGROUND INFORMATION**

7. This report sets out the forecast position at month 4 for the Housing Revenue Account (HRA), General Fund (GF), and Dedicated Schools Grant (DSG) for the 2024-25 financial year.
8. The HRA position at 2023-24 outturn was an overspend of £16.4m. Mitigations were put in place to balance this in the short term. In the medium and long term, the council agreed a recovery plan for the HRA to ensure its long term financial sustainability. The 2024-25 HRA balanced budget was agreed at cabinet on the 17 January 2024. Paragraphs 14-30 discuss the 2024-25 forecast position at month 4, together with the inherent risks in this forecast.
9. The council agreed a balanced general fund budget on 21 February 2024 including a 2.99% council tax increase and a contribution from earmarked reserves of £2.4m. The council also approved budget decisions which included efficiencies, savings and additional income generation of £20.8m within the general fund for 2024-25. Performance on achieving these savings and significant variances are included in the departmental narratives.
10. In the Spring Budget on 6 March 2024, the then Chancellor, Jeremy Hunt, made few significant changes to public spending targets. The incoming Labour government planned to retain these public spending targets to ensure economic stability for 2024-25. The new Chancellor, Rachel Reeves, having assessed the public finances stated that there was a 'spending hole' for this year of £22bn, that would require addressing. Given these pressures, it is unlikely that there will be additional funding for local government in 2024-25.
11. Consumer Price Index (CPI) inflation is 2.2% in July 2024, but CPI for services provision is higher, at 5.2%, which will continue to impact adversely on council services. The Bank of England base rate was reduced in July 2024 from 5.25% to 5%. However, interest rates at 5% continue to significantly increase the cost of council borrowing. The cost of borrowing continues to pose a material risk to the sustainability of the Housing Revenue Account (HRA).



## KEY ISSUES FOR CONSIDERATION

### Housing Revenue Account (HRA)

12. The council manages its housing stock through its ring-fenced landlord account, the Housing Revenue Account (HRA). The final outturn position in 2023-24 was an adverse variance of £16.4m, before short term mitigations brought the HRA into a balanced position. The mitigations were:
  - Capital spend that would normally have been funded through revenue contributions via the Major Repairs Reserve will be funded through additional unplanned borrowing.
  - Overspends on the Asset Management programme will be financed from council borrowing (which was the first time the council had had to do this) having previously earmarked all borrowing for the New Homes programme. External borrowing was £59m in 2023-24.
  - Use of £2.5m of reserves.
  
13. A number of factors have contributed to this HRA financial position, some of which were outside the council's control, such as government policy and macro-economic events which include:
 

*Macro-economic factors*
  
14. The cumulative effect of a government imposed 1% rent reduction for four years for the period 2016-17 to 2019-20, running into hundreds of millions in income foregone.
  
15. A government imposed 7% cap on rents from 1st April 2023, when formula rent would have yielded 11.1%, an annual loss of £9m+ in 2023-24 and a reduced income base going forward.
  
16. Unfunded additional burdens arising from the Fire Safety and Building Safety Acts of 2020 and 2021.
  
17. Unprecedented construction industry inflationary pressure.
 

*Internal Factors*
  
18. The additional borrowing requirement for the new homes and asset management programmes compounded by the impact of a three-fold increase in interest rates since December 2021, has substantially increased the revenue impact of financing costs in the HRA.
  
- 2024-25 HRA forecast position at Month 4**
  
19. It continues to be a strategic priority for the council to consider how the HRA can be managed to ensure financial sustainability, including:

- Setting cash limits within which services are required to operate.
  - Maximising capital receipts through the sale of uneconomic assets and land to reduce the borrowing burden on the HRA.
  - Pausing a small number of new build schemes to limit the council's borrowing and ensure that interest repayments remain affordable.
  - Applying prudent viability criteria to all new build projects to minimise the need for borrowing.
  - Adhering to a plan to maintain HRA reserves to their current level and to increase to a more prudent level over the medium term.
  - Limiting and ultimately repaying any borrowing for the asset management capital programme.
  - Improving procurement practices and continuing to embed more robust contract management to maximise outcomes and achieve value for money.
  - Taking all necessary steps to limit the impact of capital financing on the HRA to an affordable level, considering all other service demands and priorities.
20. The cash limited budgets for 2024-25 included approved service savings of £19.3m to deliver a neutral budget position to maintain HRA reserves at £15m. In addition, the council has put in place a series of medium term objectives to support the delivery of the HRA Recovery Plan, including:
- Disposing of surplus assets to support the AM capital programme. In 2024-25, it is expected that the sale of assets will achieve £25m and that the target of £50m will be met over two years subject to the release of further voids from the HRA and identifying other relevant disposal opportunities.
  - Ceasing or postponing non-committed new build schemes to reduce the borrowing requirement and revenue financing burden (until circumstances allow).
  - Temporary short-term borrowing to support the Asset Management (AM) capital programme and review and set future programme budgets within the available revenue funding envelope (c.£70m per annum).
21. It was assessed that savings of £19.3m would be required to achieve the estimated cash limits set within the HRA recovery plan. The original forecast assumption for 2024-25 assumed a lower delivery of savings of £14.965m which could be met by the end of the year. However, there is an inherent risk around this assumption and the ability to achieve this level of savings. Of these savings, £2.146m are reported as having been delivered and of the remainder £0.984m is considered high risk of non-delivery, £7.750m medium risk, with £4m deemed to be low risk of non-delivery.
22. At this early stage in the year, it is prudent to assume that high risk savings may not be met and only half of the medium risk savings will be met, but all the low risk savings and those already delivered will be assumed to be met. On this basis, £10.1m of savings will be delivered and the forecast overspend is

£9.5m. Given this prudent level of forecasted overspend, there will need to be further activity to identify immediate cost reductions and savings strategies to ensure that the agreed HRA recovery plan can be achieved.

23. It should also be noted that the HRA cash limits have been set on the basis that maximises available HRA resources across front line / customer facing services. As such, the HRA is now much more sensitive to demand changes and new commitments. Whereas previously there was some capacity at the centre to dampen any one-off financial shocks, this flexibility is much reduced whilst the financial sustainability of the HRA is rebuilt. Thus, in addition to the risks inherent in the savings plans, further cost pressures such as, higher than planned local government pay awards and other estimated costs have the potential to require additional current and future savings being required.
24. In summary, (Table 1), the Tenant Facing Services exceeded their cash limits by a forecast £9.7m, which is exacerbated by a forecast reduction in the overall income quantum of £2.9m, predominantly due to higher void losses on HRA temporary accommodation stock. Conversely, there is a beneficial 'windfall' budget movement estimated at £2.223m, arising on interest on balances, which will decline in future years in line with the expected reduction in interest rates.

**Table 1: 2024-25 Housing Revenue Account Forecast Month 4**

	Outturn	Budget	Forecast	Variance	Savings	
	23-24	24-25	24-25	24-25	Approved	Assumed
Income	£000's	£000's	£000's	£000's	£000's	£000's
Tenant's Charges	-266,628	-297,660	-297,633	27	-1,450	-681
Voids	9,443	6,482	9,136	2,654	0	0
Homeowner Charges	-38,440	-37,502	-37,502	1	0	0
Other Income	-16,225	-16,795	-16,477	318	-150	0
<b>Total Income</b>	<b>-311,850</b>	<b>-345,475</b>	<b>-342,476</b>	<b>2,999</b>	<b>-1,600</b>	<b>-681</b>
<b>Expenditure</b>						
Tenant facing services	167,718	156,971	166,660	9,689	-16,263	-8,792
Other Services	71,523	76,617	75,609	-1,008	-1,412	-633
Capital and Financing	50,080	71,851	71,851	0	0	0
Debt Financing	25,066	40,036	37,813	-2,223	0	0
<b>Total Expenditure</b>	<b>314,387</b>	<b>345,475</b>	<b>351,933</b>	<b>6,458</b>	<b>-17,675</b>	<b>-9,425</b>
<b>Total HRA</b>	<b>2,537</b>	<b>0</b>	<b>9,457</b>	<b>9,457</b>	<b>-19,275</b>	<b>-10,106</b>

### **2024-25 Tenant Facing Services**

25. For 2024-25, the budget for tenant facing services was set as a cash limit of £156.9m. The forecast spend is £166.7m a variance of £9.7m. The areas of forecasted overspend are largely in resident services, asset management and customer services.
26. For resident services, the forecast is an overspend of £1.8m. This mainly relates to energy prices, estate cleaning cost pressures and private sector service charges. The service is continuing to work towards reducing expenditure elsewhere to help mitigate these pressures.
27. Asset management is forecasting an overspend of £6.1m for the repairs and maintenance to the housing stock. There are now significant plans in place to reduce this overspend and progress has been made where the service has focussed on implementing a credible plan to achieve the savings targets. All saving targets are now incorporated into monthly monitoring reports with new Key Performance Indicators (KPIs) produced as standard for the service monthly monitoring. Recognising that some of the saving targets are high risk, plans for mitigating these have been included by the service, although additional budget savings options are being developed on a month-on-month basis.
28. Customer services have a relatively small revenue budget by comparison to others within the HRA (£7.1m), which covers a significant proportion of the costs of the contact centre, customer complaints and other housing specific services. The forecast is currently £1.3m over budget, which relates to the call centre and corporate complaints department where increased calls for housing repairs have led to increased staffing levels to ensure neither waiting times nor service levels are adversely impacted.

### **General Fund (GF)**

29. The forecast outturn position for the general fund is an adverse variance of £12.9m, after the utilisation of reserves, as set out in Table 2. The table shows the projected departmental budget outturn variances together with the estimated utilisation of reserves as at the end of 2024-25.

**Table 2: 2024-25 General Fund Forecast Month 4**

Department	Budget	Forecast	Forecast Variance	Reserve Movement	Variance after reserves
	£000	£000	£000	£000	£000
Children and Adults Services	165,023	168,771	3,748	(2,581)	1,167
Integrated Health and Care	3,897	3,960	64	-	64
Environment Neighbourhoods and Growth	103,897	101,615	(2,283)	4,114	1,831
Housing	28,411	38,008	9,597	(3,611)	5,986
Governance and Assurance	24,103	25,442	1,338	(1,053)	285
Finance	67,699	74,728	7,129	(3,646)	3,483
Strategy and Communities	8,237	9,773	1,536	(1,450)	86
Support Costs Re-allocation	(43,370)	(43,370)	(0)	-	(0)
Contribution from reserves	(2,400)	(2,400)	-		-
<b>Total</b>	<b>355,398</b>	<b>375,027</b>	<b>21,129</b>	<b>(8,227)</b>	<b>12,901</b>
General Contingency	4,000	4,000	-	-	-
<b>Outturn</b>	<b>359,398</b>	<b>379,027</b>	<b>21,129</b>	<b>(8,227)</b>	<b>12,901</b>

30. The month 4 revenue monitor, projected an adverse variance of £12.9m against the 2024-25 budget, with the projected overspend largely attributed to the following key variances:

- Demand pressures in temporary accommodation (TA) (Housing)
- Increased costs for those who have 'No Recourse to Public Funds' (NRPF) driven by increases in costs of adult care packages which are substantially in excess of inflation. (Environment Neighbourhoods and Growth)
- Increased costs in children's services driven by the increased placement costs for children with complex needs and a shortage of available foster placements (Childrens and Adults)
- Planning and Growth – less than expected income and cost of maintaining void properties (Finance)
- Customer services – Additional resources into the contact centre to address capacity issues (Finance).

31. Chief Officers hold ultimate responsibility for budget overspends and are pursuing mitigations to minimise the impact of areas forecasting demand-led and inflationary pressures.

## GENERAL FUND DEPARTMENTAL NARRATIVES

32. The departmental narratives for month 4 2024-25 are as follows:

- Housing General Fund (Table 2 and paragraphs 35-41)
- Children and Adults Services (Table 2 and paragraphs 42-54)
- Integrated Health and Care (Table 2 and paragraphs 55-57)
- Environment, Neighbourhoods and Leisure (Table 2 and paragraphs 58-67)
- Governance and Assurance (Table 2 and paragraphs 68-71)
- Finance (Table 2 and paragraphs 72-82)
- Strategy and Communities (Table 2 and paragraphs 83-84).

## HOUSING – GENERAL FUND

### Overview

33. The outturn forecast at month 4 shows an adverse variance of £9.6m (gross), offset by a planned use of £3.6m reserves to reduce the forecast to a net £6m. This is primarily caused by the continuing budget pressure in homelessness, offset by some positive, but minor budget variances elsewhere across the department.

### Resident Services - Temporary Accommodation (TA) and Housing Solutions

34. Homeless approaches and acceptances have seen a steady rise of around 30 households per month since the start of the year. Supply-side scarcity and higher charge rates account for the increase in costs to £9m (gross), before the use of reserves to bring the net position down to £5.5m (net). There has been a noticeable rise in providers exiting the private rental market in response to declining financial returns and a shift towards more expensive nightly-paid agreements, over which the council has little control if it wishes to retain supply. No effective controls exist to regulate rents in the private sector and with long-standing historical restrictions placed on Local Housing Allowance (LHA) rates, this inevitably increases demand for local authority provision. This is further exacerbated by Home Office asylum cases coming into the system, but on a positive note, the recent uplift in LHA rates from April 2024, should assist private sector discharge rates and help focus service activity on prevention.
35. Savings proposals to mitigate the budget pressure, for temporary accommodation (TA) usage are currently being discussed at the Housing Budget Recovery Board. Further analysis will be undertaken to assess the potential financial impact and an update provided at month 8 monitoring.
36. Another factor that has recently arisen is the decision to vacate Ledbury Towers due to health and safety concerns, which will further reduce the scope for achievement of cost savings. There are around a hundred and thirty households (predominantly TA clients) placed into stock that would otherwise have been available for new TA cases, thereby avoiding the need for more

expensive private sector accommodation. Initial cost estimates are approximately £1.5m in the current year dependent on the timeframe in which households move and type of accommodation provided.

37. Housing Solutions is also forecast to overspend by £1m before the use of £0.5m reserves to cover additional staffing resources required to address capacity issues and help reduce the backlog of determinations and the growing cost of incentives to maintain private sector provision.

### **Asset Management - Private Sector Building Safety**

38. This programme was established to undertake safety inspections on high rise private sector residential blocks. Enforcement action taken against landlords for non-compliance is a function that sits separately within Environment, Neighbourhoods and Growth (ENG). Funding for the inspection regime is through a combination of base budget and grant, with any residual funding not spent in year carried forward as a reserve to meet future programme commitments.

### **Resident Services – Hostel Accommodation/ Support and Housing Strategy & Partnerships**

39. During the last financial year, the council in-sourced three hostels previously run by external providers, with the resident services division assuming operational and management responsibility. Assuming full occupation, rents and service charge income would broadly cover the operational running costs, but under the inter-departmental agreement with Children’s and Adult Services (CAS), any budget shortfall arising, such as through void loss is fully underwritten. Following the in-sourcing, a review of needs against existing provision and alignment of the staffing structure and operational processes is underway to improve service efficiency.

### **Resident Services – Travellers Sites**

40. The council operates four traveller’s sites, one of which (Springtide), is currently vacant pending refurbishment and fire safety improvement works funded through the capital programme. A long-term vacancy is contributing to the lower forecast this year.

## **CHILDREN’S AND ADULTS’ SERVICES**

### **Overview**

41. Children and Adults Services is forecasting a £1.1m unfavourable variance in the general fund, a £0.68m unfavourable variance in the ring fenced dedicated school grant (DSG) and a balanced position after reserve movements in the ring fenced public health grant.
42. The key areas of concern affecting the general fund include the continuing increased demand for care packages in Adult Social Care as well as the need

to use high cost placements within children's social care, due to the scarcity of alternatives, combined with the increased complexity of the needs of young people. The DSG continues to experience increased demand for special education needs placement as a result of the increased number of Educational Health Care Plans (EHCP) causing financial concern. The department built up reserves, over the last few financial years to withstand some of the challenges in a planned and purposeful way over the short to medium term, and Directors continue to practice strict financial management across all areas.

### **Adults Social Care**

43. Adult social care is experiencing continued increase in year on year costs which is driven by the increased complexity of client need, as well as the higher than expected inflationary increases. The service is actively seeking to manage demand despite the ongoing acuity of hospital discharges and the resultant increasing costs in homecare, nursing and residential care. In addition, the service also ensures that ring fenced funding sources such as the social care grant, adult social care precept, market sustainability grant and the ASC discharge fund are used efficiently. This is achieved through good financial management in partnership with Finance, HR, Commissioning and Procurement colleagues and this will continue to ensure financial sustainability in the challenging years ahead.

### **Children's Services**

44. Cost pressures in children's services is mainly driven by the increased demand for higher cost residential and semi-independent placements as well as staffing pressures. In children's social care, the children in care numbers have continued to reduce, which can be attributed to purposeful early help work to better support children and families. However, the financial effect of this has been offset by increased individual placement costs due to young people with more complex needs as well as the shortage of available foster placements resulting in the use of more costly provisions.
45. The service is working hard with commissioning and corporate colleagues to address the lack of sufficient placements by opening two children's homes and increasing the capacity of commissioned semi-independent accommodation providers within the borough. Furthermore, ongoing cost pressures due to the shortage of social workers are being mitigated through new recruitment and retention initiatives.

### **Dedicated School Grant**

46. The ring-fenced Dedicated Schools Grant (DSG) is forecasting an unfavourable variance of £0.68m. The High Needs Block remains the main risk for the DSG, as this area has seen an average increased expenditure of 6% over the last 5 years. It is expected that the achievement of long term sustainability will be affected by the fluctuations in demand for EHCP's as this is a highly demand led service area.



47. This financial year is the second year of the council's Safety Valve agreement with the Department of Education (DfE). As per the agreement, the council will receive funding to offset the accumulated DSG deficit once key milestones are achieved. The accumulated DSG deficit reduced to £9m at the end of 2023-24 and the service is expecting another £1.77m contribution from the DfE once the required milestones in the improvement plan have been agreed. The key aim for the council, is to ensure a sustainable service, with better outcomes for children and young people as well as an in-year balanced position for the DSG. The achievement of future key milestones will be very challenging and will mean all aspects of service provision need to be reviewed.
48. There is also a continuing concern about the financial position of the council's maintained schools. This is mainly due to the continued falling roles that has been experienced across all London boroughs. Due to the close link between pupil numbers and the funding of schools, a number of maintained schools are experiencing financial difficulties. The council's Keeping Education Strong strategy has been working towards right sizing the school estate. This strategy led to PAN (Published Admissions Number) reductions, amalgamations, mergers and school closures to ensure provision better matches need, ensuring a sustainable sector in borough.

### **Public Health**

49. The Public Health ring fenced grant is forecasting a balanced position after reserve movements. The public health grant is a ring fenced grant paid to local authorities from the Department for Health and Social Care (DHSC). It is used to provide preventative and early help services aimed at improving health and wellbeing in the borough through evidence based interventions.
50. This includes commissioning drug and alcohol services, children's health services, sexual health services, smoking cessation, preventive cardiovascular health checks, exercise on referral and weight management services as well as gathering, analysing and interpreting information that influences the decisions made by public health, the wider council and NHS.
51. The grant also covers delivery of a large policy portfolio, providing strategic advice and guidance on matters relating to health and wellbeing, from suicide prevention through to sexual & reproductive health, mental health and wellbeing, tobacco control, immunisation and screening, health protection and healthy places (regeneration, transport systems, urban planning, culture & leisure).
52. The current cost of living crisis is having wide-ranging negative impacts on mental and physical health and well-being, and public health plays a vital role in mitigating these effects. Initiatives include introducing free targeted secondary school meals, building on the successful free healthy primary school meal offer, an extensive holiday activity and food programme and outreach health promotion activities including programmes to increase HIV diagnosis and take up of cancer screening and vaccinations.

## **INTEGRATED HEALTH AND CARE**

### **Overview**

53. Integrated Health and Care is forecasting a near balanced position for 2024-25 for the council's general fund budget lines.
54. The department was created in June 2024 with a joint appointment between the council and Southwark Integrated Care Board (ICB) of the Strategic Director for Integrated Health and Care (also known as the Place Executive Lead for Southwark). This is a positive step towards further integration between the council and the ICB. The expectation is that further integration will support both organisations in achieving better health and social care outcomes for the residents of Southwark as well as achieving better value for money through joint commissioning of services for budgets that are under pressure across both organisations.
55. The department continues to implement the Southwark Residential Care Charter and is using the Southwark Supplement to support payments for the workforce in relation to London Living Wage, Occupational Sick Pay, and other benefits. Implementation within the borough's care home sector means that already about 75% of our care home workforce are benefitting from this policy.

## **ENVIRONMENT NEIGHBOURHOODS AND GROWTH**

### **Overview**

56. The projected outturn for the Environment, Neighbourhoods and Growth Department is an adverse variance of £1.8m (after a proposed net transfer to reserves of £4.1m). Officers are exploring opportunities to mitigate this variance between now and year end and would expect this adverse variance position to be improved upon in the coming months.
57. The overspend is due to a significant increase in 'No Recourse to Public Funds' (NRPF) costs (£1.5m) and a shortfall in advertising income (£0.825m). These are partially offset by additional income from various services within the Environment department (£0.46m).
58. The revised budget reflects budget transfers of the Flood budget from corporate services to Environment.

### **Environment**

59. The directorate is currently reporting an adverse variance of £0.343m, after net transfers to reserves of £5.3m which is income received in advance for private rented service licenses and transfers into the ring-fenced 'Streets for People' reserve account (which has restrictions on spending).

## **Leisure**

60. The Directorate is currently reporting a breakeven position (after drawdowns from reserves of £0.983m) mainly due to the mobilisation costs of in-sourcing leisure services and dilapidation payments. The service is within the stabilisation phase after being brought back in-house last year and the leisure activities are picking up as the council is investing in refurbishing centres and updating equipment. The position is expected to improve as the year progresses.

## **Stronger Neighbourhoods**

61. The directorate is currently reporting an adverse variance of £1.5m mainly arising from the increased demand for support given to individuals and families with 'no recourse to public funds' (NRPF). A significant proportion of this projected overspend is due to the increases in the costs of adult care packages which are substantially in excess of inflation together with significant increases in client payments and accommodation costs. The service is actively seeking to manage demand and practice strict financial management.
62. The national trend and recent data from the NRPF network show a 10% increase in number of cases and a 22% increase in spend due to cost-of-living pressures which is particularly acute in London. A review of the current arrangement and processes is due to take place in August 2024. Officers will be looking into options to address the current cost pressure on a more permanent and sustainable basis. These options are likely to require Cabinet approval but are in line with approaches taken by other authorities.

## **Climate Change & Sustainability**

63. The Directorate is currently reporting a breakeven position after the drawdown from reserves of £0.156m.

## **Planned movement in Reserves**

64. The department is planning to drawdown £1.1m from reserves in 2024-25 to both cover the leisure services stabilisation work, other dilapidation costs, as well as drawdowns to cover planned climate change staffing costs. There are also planned top ups to the 'Private rented service reserves from license fees income received in advance which is to be drawn down over a 5-year period to cover costs of providing this service; as well as a top up of the 'Streets for People' reserve. These top ups are estimated to total £5.3m by year end.

## **Debt write-offs**

65. The department is seeking approval to write off a debt, in line with council policy, that is no longer recoverable. The debt is from an events company (Brand Events TM Ltd) of £0.140m that has gone into liquidation and is not recoverable is detailed in Appendix 1. Amendments have been made to the financial processes associated with event hires, in the form of non-refundable

advanced deposits system, which will eliminate risk associated with non-payment of fees.

## **GOVERNANCE AND ASSURANCE**

66. Governance and Assurance are showing an adverse variance of £0.285m.
67. Human Resources (HR), Organisational Development (OD) and Health and Safety are showing a combined gross overspend of £1m before the application of reserves to balance the budget. The variance is largely constituted by employee costs, partially offset by the agency margin surplus, alongside several minor underspends across the service. The employees variance reflects transitional costs, including specific project related expenditure predicated against reserves. Progress remains on track toward implementing a fully funded structure later this year.
68. Corporate Facilities Management (CFM) is responsible for ensuring that buildings that make up the council's operational estate are compliant with building standards, health & safety rules and regulations and are fit for purpose for both staff and service users alike. Other than cleaning services to Tooley Street and Queen's Road sites, facilities management (FM) services are delivered through an outsourced FM contract. While there is a forecast pressure at £36k across a budget of £17.4m, this represents a prudent assessment of reactive maintenance costs incurred via the FM contract.
69. Law, governance and assurance are showing a combined adverse variance of £0.25m, due to under-recovery of recharges and the use of agency staff where there are hard to fill vacancies. The service is proposing a change to the charging mechanism and to the organisational structure to address these overspends and reduce the need for agency staff.

## **FINANCE**

70. The finance department comprises of strategic and professional finance services, pensions and treasury, digital and technology services, planning and growth and customer and exchequer services. Overall, the department is projecting an adverse variance of £3.5m after an expected contribution of £3.6m from reserves.
71. Finance, pensions and treasury are forecasting a balanced budget by the end of the year after a planned drawdown in reserves.
72. The Technology and Digital Service (TDS) delivers the essential tools, capabilities, and infrastructure to ensure that all residents can access digital technology and reap its numerous benefits and support the council in its use of technology to deliver the best possible services. The TDS forecast at month 4 is a modest pressure of £0.1m. While the service will be looking to deliver a balanced budget by the end of the year

73. Operational delivery of IT infrastructure and support services is managed through an agreement with the London Borough of Brent and Lewisham, forming the Shared Technology Service (STS). While there are several challenges across the technology landscape, a key priority is the mitigation of the risk of cyberattacks and data breaches, which can lead to financial and reputational harm.
74. Alongside cyber security, the recent global technology outage is a reminder of the integral part technology plays in day to day lives and the need for ongoing investment to not only implement cybersecurity measures, but more generally ensure access to the council's services is maintained and continually improved. The shift towards cloud computing offers improved security and other advantages such as the flexibility and scalability needed to meet the council's evolving requirements. Additional significant efforts include the creation of data platforms that enhance service delivery to residents by fostering more integrated and informed approaches, thereby elevating the quality of life for the community.
75. The service continues to offer technological and digital support, alongside strategic business partnering advice, to all council departments, facilitating efficient service provision and business improvements aligned with the five key pillars outlined in the Technology and Digital Strategy for 2024-2026.
76. The main cost pressures in the finance department are in the customer and exchequer services department (£1.5m) and the planning and growth directorate (£1.9m)
77. The projected outturn for the planning and growth directorate is an adverse variance of £1.9m (after the proposed drawdown from reserves of £0.2m). Officers are exploring opportunities to mitigate this variance between now and year end.
78. The net variance is mainly due to the following:
- Holding costs for void commercial properties up for disposal or relet. These costs include business rates, security costs and administration and professional fees.
  - Income producing assets have been delayed coming into the portfolio due to construction delays and commercial negotiations taking longer than anticipated.
  - Income reduction due to assets being redeveloped as part of the ongoing regeneration programmes.
79. Exchequer's Services overall overspend (£0.361m)
- A staff restructure in council tax and business rates division incurred severance costs.

- There has been increased spending on software services of approximately £100k. Additional services that are not part of the annual contracts have been commissioned.
- Transactional finance staff restructure which occurred in 2023-24 resulted in a leaner establishment leading to savings in the service in 2024-25. This has helped absorb overspends across Exchequers including the budget reductions from the 2023-24 budget challenge.
- Officers are working to find mitigations for these forecast overspends.

80. Customer services overspend of £1.1m

- Smart Digital Transformation – The estimated value of the charge to the service is £190k. The department currently has no budget to cover this transformation cost, but if the forecasted income from Lambeth Smart Service materialises, the overspend will be absorbed.
- There are high call volumes in the customer services department and additional resources have been put in place to address severe capacity shortfalls.

## **STRATEGY AND COMMUNITIES**

### **Overview**

81. The projected outturn for the Strategy and Communities Department is a slight overspend of £86k. Officers are exploring opportunities to mitigate this variance between now and year end.
82. The anticipated net movement (drawdown) in reserves in 2024/25 currently stands at £1.45m and will be from the corporate capacity building reserve together with the modernisation, service and operational improvement reserve to fund the Future Southwark initiative and increased staffing costs.

### **CONTINGENCY**

83. The £4m contingency budget is assumed to be fully utilised to offset in-year budget pressures.

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

84. This report monitors expenditure on council services, compared to the planned general fund budget agreed in February 2024, and HRA budget agreed in January 2024. Although as a monitoring report, this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and

effectively utilised to support the council's policies and objectives.

### Climate change implications

85. There are no climate change implications arising directly from this report, which provides an update on the revenue outturn for 2024-25

### Resource implications

86. This report is the revenue outturn report which details the budgetary outcomes in 2024-25.

### Consultation

87. No consultation has taken place as this report details the 2024-25 revenue monitoring report for month 4.

## APPENDICES

No.	Title
Appendix 1	Debt write off

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Stephanie Cryan, Equalities Democracy and Finance	
<b>Lead officer</b>	Clive Palfreyman, Strategic Director of Resources	
<b>Report author</b>	Tim Jones, Director of Corporate Finance	
<b>Version</b>	Final	
<b>Dated</b>	3 September 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Assistant Chief Executive, Governance and Assurance	N/a	N/a
Strategic Director of Resources	N/a	N/a
Cabinet Member	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		4 September 2024

## APPENDIX 1

### Proposed Write off of £139,690 debt

1. Events Brand Events TM Ltd were contacted for unpaid invoices. The council agreed to a payment plan for outstanding debt by direct debit. The payment failed. After a number of unanswered emails officers were made aware by a company representative that Brand Events TM Ltd had gone into administration. Officers then submitted all necessary forms and supporting evidence substantiating the council's claim against the company.
2. Insolvency legislation requires that administrators provide creditors with an update report every six months. The latest progress report from the administrators was received in January 2024. The report states that amongst Brand Events TM Ltd debts there is a £1.1 million owed to HMRC and their assets and cash are not sufficient to cover this, even less so unsecured creditors such as Southwark Council and therefore this debt is now deemed unrecoverable, and write-off is recommended by the council's Culture Business Unit. The proposed write-offs is three unpaid invoices at a total cost of £139,690.91.
3. The council's constitution sets the write-off of debts above £50,000 must be referred to Cabinet for authorisation. The write off has been complied with in accordance with the council's agreed policy and procedures. There is sufficient provision for bad debts available to contain this debt write-off.
4. In order to mitigate against any further events of this nature and improve the process going forward, officers have introduced checks on outstanding debt to be carried out before processing any event application so that these are not progressed until the event operator companies have settled any outstanding balance. In addition, a stringent non-refundable advanced deposits system for major and large events has been introduced as follows:
  - 20% of total hire fee is due upon issue of a letter of agreement in principle – this is non-refundable if event operator withdraws application from this point.
  - A further 30% of total hire fee is due six months prior to the event's first day on site and this is also non-refundable even if event operator withdraws the application or cancels the event from this point.
  - Final 50% balance is due 28 days prior to event's first day on site – non-refundable from this point if operator withdraws application or cancels event.





<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Tustin Estate Phase 2 Compulsory Purchase Order
<b>Cabinet Member:</b>	Councillor Helen Dennis, New Homes and Sustainable Development
<b>Ward(s) or groups affected:</b>	Old Kent Road
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	Not applicable

### **FOREWORD - COUNCILLOR HELEN DENNIS, CABINET MEMBER FOR NEW HOMES AND SUSTAINABLE DEVELOPMENT**

Following on from a successful resident ballot in 2021 to redevelop the Tustin Estate, this cabinet report provides an update on the progress made to date.

Over the course of the phased regeneration, a total of 690 homes will be delivered, including replacement council homes, 220 additional council and keyworker homes, and 220 homes for sale. Wider estate improvements will be delivered including additional greening, walking and cycling routes, connection to South East London Combined Heat and Power (SELCHP) and electric vehicle (EV) charging points, resulting in significant carbon reductions.

I am pleased that the Tustin Estate rebuild is keeping to programme with phase 1 well underway and the Phase 2 planning application has been submitted in August 2024.

As the second phase of the rebuild requires the demolition of some of the old blocks on the estate, we are in negotiations with the leaseholders to buy back their properties and I am pleased that all leaseholders are engaging in these negotiations. This report now asks Cabinet to approve, in principle, the use of the Council's compulsory purchase powers under section 226 of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976, subject to a formal resolution to make a Compulsory Purchase Order at a later date, which will only be needed as a last resort in the event that acquisition of all relevant interests cannot be reached by agreement with relevant parties, so as to enable the continued delivery of the Tustin Estate regeneration including the delivery of 295 new homes in Phase 2.

I want to thank the Tustin Estate Community Association and the Resident Project Group for all their input and support.

## RECOMMENDATIONS

1. That the Cabinet note:
  - a) (i) that Initial Demolition Notices (pursuant to Schedule 5A Housing Act 1985) were served (as authorised by the 13 July 2021 Cabinet Meeting) on qualifying tenants suspending the Council's duty to complete any associated right to buy (RTB) applications and (ii) that such Initial Demolition Notices will currently cease to be in force on 30 April 2025.
  - b) the current position in relation to the delivery of 295 new homes at Phase 2 of the Tustin Estate redevelopment:
    - A development partnership with BY Development Ltd (trading as Linkcity) to deliver the Estate Redevelopment, along with the financial plan to deliver the scheme, was agreed by cabinet in October 2022;
    - The council appointed BY Development Ltd (trading as Linkcity) to bring forward the phased rebuilding of the Tustin Estate under a Development Agreement dated 8 November 2022;
    - A planning application for Phase 2 has been submitted in August 2024, with an expected target date for planning permission in January 2025;
    - The council has successfully acquired 13 leaseholder interests in Heversham House;
    - Only 15 leaseholder interests remain outstanding in Heversham House;
    - The council is pursuing a negotiated settlement with all remaining leaseholders situated within Heversham House with the intention to acquire these remaining interests by agreement without the need for the council to use its compulsory purchase powers. Cabinet notes that the council may need to use its compulsory purchase powers to acquire outstanding land and interests in the absence of a negotiated settlement to acquire such; and
    - The council is offering to rehouse all resident leaseholders who want to stay on the rebuilt Tustin Estate, a new leasehold home on a shared ownership or shared equity loan basis in Phase 1 or 2. Phase 1 is anticipated to complete in April 2025.
2. That the Cabinet agree in principle, to use its compulsory purchase powers under Section 226(1)(a) of the Town and Country Planning Act 1990 ("the 1990 Act") and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of all land and interests (which are not already owned by the Council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2 for

the purposes of facilitating the redevelopment, development and improvement of the land and securing the delivery of 295 new homes on the site in line with the planning application for Phase 2 (“the Scheme”) thereby securing the continued redevelopment of the Tustin Estate subject to a formal resolution to make a Compulsory Purchase Order (CPO) at a later date.

3. That the Cabinet note that a further report will be prepared and submitted to Cabinet at a later date (if required) seeking Cabinet’s formal resolution to make a CPO.
4. That the Cabinet agree that the Director of Planning and Growth, in consultation with the Managing Director of Southwark Construction, be authorised on behalf of the council to:
  - Acquire for planning purposes all land and interests (which are not already owned by the Council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2 and wider masterplan area as may be necessary to facilitate the Scheme by agreement, including entering into negotiations with any third parties for the acquisition of the land interests and/or for new rights over their land (as appropriate), and the payment of compensation;
  - Make any minor additions, deletions, or amendments to the extent of the land as shown on the plan at Appendix 2 should the need arise, to include all land and interests required to facilitate the construction, maintenance, and use of the Scheme; and
  - Appoint and/or retain such external professional advisors and consultants as are necessary to assist the council in facilitating the Scheme, including in the promotion of any potential CPO and the settlement of any compensation claims.
5. That the Cabinet resolve to approve:
  - To apply to the Secretary of State for consent to (i) extend the Initial Demolition Notices issued by the Council dated 28 October 2021 in respect of the Tustin Estate and (ii) issue further initial demolition notices (under Schedule 5A of the Housing Act 1985) in respect the Tustin Estate;
  - The service of further initial demolition notices under Schedule 5A Housing Act 1985 (subject to receipt of the Secretary of State’s consent) in order to suspend the Council’s duty to complete right to buy applications in relation to qualifying tenants from exercising their right to buy their homes for a period of up to 7 years.
6. That the Cabinet resolves to approve:
  - To apply to the Secretary of State for redevelopment status in order to rely on Ground 10A of the Housing Act 1985 (in respect of any secure tenants).

## REASONS FOR RECOMMENDATIONS

7. There are various third party interests in the land at Phase 2 of Tustin Estate. The Council will need to acquire those interests in order to secure vacant possession of Heversham House at Tustin Estate (which it is contractually obliged to do) so as to enable the Scheme, including the demolition works scheduled to commence in summer 2025, to proceed.
8. The preparation of a CPO is crucial to the Scheme's success and Cabinet is therefore being asked to confirm its willingness to investigate the use of compulsory purchase powers. If a CPO needs to be made, the Council must be able to demonstrate that it has taken reasonable steps to acquire all of the land and interests included in the CPO by agreement.
9. The Initial Demolition Notices served in respect of the Tustin Estate are due to expire on 30 April 2025. It is unlikely that demolition will occur by such date and therefore in order to ensure that suspension of the Council's duty to complete right to buy applications is extended it is necessary to serve further initial demolition notices (subject to receipt of Secretary of State consent).

## ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

10. There are none. The council cannot guarantee it will secure vacant possession of Phase 2 voluntarily by agreement and therefore considers starting the Compulsory Purchase Order (CPO) process (subject to a formal resolution to make a CPO at later date) is an appropriate action to take to enable the council to meet the delivery programme.
11. The land referencing exercise will be carried out in August 2024 - September 2024.

## POST DECISION IMPLEMENTATION

12.

Key Activity	Target completion date
Land referencing and diligent enquiries to be made about the interests held in the land shown on the Plan at Appendix 2	August 2024 - September 2024

Key Activity	Target completion date
Review of position and requirement for CPO to be considered and formal authority to make a CPO to be sought from Cabinet (if required)	March 2025

## BACKGROUND INFORMATION

13. The Tustin Estate Low Rise Redevelopment Programme is the outcome of a resident-led investment decision into low-rise homes on the Tustin Estate following a detailed feasibility study undertaken by the council between 2019 and 2021 and a resident ballot in March 2021. 87% of the residents voted in favour of the proposal for the redevelopment.
14. The current wider programme comprises:
  - Demolition of 251 homes (200 council rented and 51 leasehold);
  - Construction of 690 new homes including 202 replacement council homes, 443 additional affordable homes (345 social rent homes and 98 key worker homes), 27 shared equity homes and 220 homes for private sale;
  - Refurbishment of council homes in Manor Grove;
  - Development of a new park in the centre of the estate;
  - Demolition and replacement of Pilgrims' Way School; and
  - Construction of new commercial spaces.
15. It is considered that the redevelopment of the low rise homes will bring about significant economic, social and environmental benefits, including improvements in the quality of homes on the Estate. The space standards and access to private space, which are in accordance with the Southwark Plan, would significantly increase the amenity for local residents. A variety of housing types: houses, flats and maisonettes will be constructed to make an inter-generational neighbourhood that meets people's needs over time. Homes are designed to give views onto green open spaces to reduce opportunities for crime and antisocial behaviour. New homes will be built to zero carbon targets.
16. In phase 1, there is specialist provision for over 55s housing and the energy efficiency of refurbished homes will be improved and move towards net zero carbon. New estate lighting will be energy efficient. New electric charging points for cars will be installed and a car club will be created. The new open space at the centre of the neighbourhood will aim to protect existing nature on the estate and encourage biodiversity to create a public landscape where

paths cross, people meet safely and the community's diverse needs can be met – from playgrounds to quiet sitting-out areas. In later phases, the primary school will be redeveloped to provide a modern day educational environment. In later phases, new commercial buildings will be provided to replace the existing provision.

17. A development partnership with BY Development Ltd (trading as Linkcity) to deliver the Estate Redevelopment, along with the required budgets to deliver the scheme, was agreed by cabinet in October 2022.
18. The council appointed BY Development Ltd (trading as Linkcity) to bring forward the phased rebuilding of the Tustin Estate under a Development Agreement dated 8 November 2022. Linkcity will carry out the works associated with the construction of the new and improved council and key worker homes, the new school and commercial properties, landscaping and the construction and funding of the homes for sale. This partnership will see the development of 690 new homes across the Tustin development area, along with a replacement primary school, refurbishment of council homes, a number of community facilities, commercial facilities and a range of open spaces and high quality public realm. The Development Agreement covers the construction of the entire scheme including the construction and sales of the homes for sale.
19. Phase 1 of the development, providing 157 council homes, and ten homes for returning leaseholders and refurbishment of council homes in Manor Grove, started construction on site in October 2022. Construction is progressing well with the first homes scheduled for handover to the council in December 2024.
20. A planning application has been submitted by the developer in August 2024 for detailed planning permission for the redevelopment of Phase 2 in line with the requirements of the Southwark Plan and the aspirations of the Old Kent Road Area Action Plan. The plan showing Phase 2 sites is shown within Appendix 1. Part of Phase 2 is on the site of Heversham House and part on part of Kentmere House.
21. Phase 2 of the development will deliver rehousing for leaseholders and tenants who have been unable to be rehoused in phase 1. It is anticipated that, subject to planning permission and vacant possession, works will begin on Phase 2 in summer 2025 with completion in summer 2028. The balance of the programme will be developed in two further phases over a period lasting until 2030.

## KEY ISSUES FOR CONSIDERATION

22. The original unit/ tenure mix in the agreed masterplan/ outline planning consent approved by Planning for the whole of the estate was:

Phase	Council rent	Keyworker	Shared equity	Private sale	Total
Phase 1	157	0	10	0	167
Phase 2	59	51	10	126	246
Phase 3	51	0	0	0	51

Phase	Council rent	Keyworker	Shared equity	Private sale	Total
Phase 4	78	47	7	94	226
<b>Total</b>	<b>345</b>	<b>98</b>	<b>27</b>	<b>220</b>	<b>690</b>

23. As the design work has progressed there have been two changes to this unit/tenure mix:

- Ten of 27 shared equity homes have been converted into additional council homes based on the lower take up of returning leaseholders and additional Greater London Authority (GLA) grant. Leaseholders have the option to stay or move off the estate; and
- A change in building shapes planned for Phase 2, to address changes in the Building Safety Act, meant that 49 additional homes could be delivered within the four buildings planned as part of Phase 2.

24. These changes, which are subject to planning, will lead to the below tenure mix. The provision is in accordance with the s.106 planning obligation, although it is expressed in a different manner for planning purposes:

Phase	Council homes	Keyworker	Shared equity	Private homes	Total
Phase 1	162	0	5	0	167
Phase 2	90	51	10	174	295
Phase 3	51	0	0	0	51
Phase 4	52	47	2	76	177
<b>Total</b>	<b>355</b>	<b>98</b>	<b>17</b>	<b>220</b>	<b>690</b>

25. The design for Phase 2, which is subject to planning, constitutes four new buildings:

Block	Storey height	Council homes	Keyworker	Shared equity	Private homes	Total homes
F1	5	14	0	5	0	19
F2	5	17	0	5	0	22
G2	11	29	51	0	30	110
H	20	0	0	0	144	144
<b>Total</b>		<b>60</b>	<b>51</b>	<b>10</b>	<b>174</b>	<b>295</b>

26. The extent of the Phase 2 sites are shown in the plan at Appendix 1. The CPO land within Phase 2 comprises the residential block at Heversham House and ancillary open space. Heversham House comprises 98 dwellings of which six are vacant, 57 are let on secure tenancies, eight are occupied by resident leaseholders and eight are owned by investment leaseholders.



27. Full implementation of the scheme will require the council to achieve vacant possession of the block at Heversham House to enable the building to be demolished and this land to be redeveloped as part of the scheme in line with the proposed planning application.
28. Since the outset of the consultation on the proposals for the low rise homes on Tustin in 2018 the council has held a number of meetings with leaseholders across the Estate. The council has been negotiating with leaseholders in Heversham House since the point the landlord offer was agreed in March 2021 with the intention to acquire all interests by agreement. The council has appointed independent surveyors to inspect and value the properties, and leaseholders have appointed their own surveyors to act for them. The leaseholders reasonable legal and surveyors' professional fees are borne by the council. To date, the council has successfully acquired 13 of the 28 leaseholder interests in Heversham House via the buyback programme.
29. In addition, all resident leaseholders have been offered a range of rehousing options to acquire a new leasehold home that can be bought via shared ownership, or shared equity loan with the council. 8 leaseholders have chosen a new home on the rebuilt Tustin Estate.
30. As the remaining 15 leasehold properties are acquired with vacant possession and secure tenants are rehoused, no more properties will be utilised for further lettings and will be held void until the block is fully vacant prior to its demolition. A total of six properties within the block are currently held void in this way.
31. The council will continue to negotiate with all remaining leaseholders, however it is now considered necessary to promote a CPO for the acquisition of all land and interests (which are not already owned by the Council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2, as provided for in the Guidance on Compulsory Purchase process and The Critchel Down Rules (issued by the Department for Levelling Up, Housing and Communities, July 2019) (the "Guidance"). This will provide further impetus to any stalled negotiations.
32. All secure tenants within Heversham House will be moving to a new council home in phase 1 or elsewhere in the borough by spring 2025. The pre-allocation process is complete. Temporary accommodation residents will also be moved by spring 2025.

### **Policy framework implications**

33. The Old Kent Road Area Action Plan (OKR AAP) (currently draft status, dated December 2020) provides the vision and policy for the growth and development of the area- new housing and employment uses, and anticipates the Bakerloo line extension.
34. Tustin Estate sits within the Core Area of the Opportunity Area, however, is not designated as a site within the OKR AAP. It is surrounded by sites OKR 16,17 and 18 which are grouped under Sub Area 4-Hatcham, Ilderton and Old Kent Road South.

35. Despite the OKR AAP not prescribing strategies and policies for the Estate, references to the site are made within the document. Thus, the site should respond to the guidelines for these surrounding sites and emerging context, as well as facilitate development of area-wide infrastructure and connections.
36. Proposals also seek to deliver physical properties which enable a safe and inclusive community to thrive and prosper and ensure, in accordance with Strategic Policy SP2 of the New Southwark Plan 'Regeneration that was for all' that 'we revitalise our places and neighbourhoods to create new opportunities for residents, promote well-being and reduce inequalities so that people have better lives in stronger communities'.
37. The Outline Planning Application for the wider masterplan set out a series of parameter plans and a design code which set the parameters for all subsequent phases to follow. Phase 2 is in accordance with these guidelines.

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

#### **Community impact statement**

38. The redevelopment brings about significant benefits which together contribute to a significant increase in the social, economic, and environmental well being of the site itself, the wider estate, and the borough.
39. The scheme will address the poor quality of existing physical environment. Existing buildings are of poor quality, using poor quality building materials, employing outdated construction methods, severely in need of costly repair, and representing inefficient land use with a low density of residential accommodation.
40. The redevelopment of the site will bring about a significant improvement of the physical environment within the site. It will deliver a broad range of community facilities, replacing existing facilities with new purpose-built facilities, and extending these. The development will deliver a replacement school. The development will also provide new high quality homes, contributing towards an increase in both the quantum and quality of residential accommodation on the site and contributing to corresponding improvements in the wider area. The homes that will be built will see significant improvement on the existing stock.
41. There are 15 leaseholder interests that remain outstanding in the site. In line with the government guidance, leaseholders will receive market value for the purchase of their property, plus a home loss payment of 10% if you are a resident leaseholder, or 7.5% if you are a non-resident leaseholder, as well as a disturbance payment to cover the reasonable costs of moving and professional fees. Where properties are purchased by agreement, the council acquires them at market value in accordance with compulsory purchase legislation. Resident leaseholders who do not choose a replacement property in Phase 1 or 2 are free to purchase a new property on the open market.
42. To mitigate any potential issues that may be caused by differences between the existing value of leasehold interests in their current properties, compared to potential value of new build properties being built or other properties in the

surrounding area, the council has put in place a range of rehousing options for resident leaseholders. These will ensure that leaseholders are able to remain in the area to access services, employment opportunities and to preserve community ties. The options for leaseholders depend on the individuals' specific financial circumstances, can result in the offer of a council tenancy on a council-owned property, the purchase of a council property on either shared ownership (where rent is paid on the unowned portion) or through a shared equity loan (where unowned equity is gifted to leaseholders in exchange for a charge on the property equal to the gifted equity). The combination of these options aim to mitigate any negative impact on resident leaseholders caused by the potential use of compulsory purchase powers.

43. The council has sought to mitigate any disbenefits through a range of reasonable and proportionate measures focused on rehousing and compensation options, to realise the public benefits associated with the redevelopment. The council has considered the potential disproportionate impacts that could potentially arise and has identified and implemented measures to mitigate such impacts as far as possible. It is therefore considered that there is a compelling case in the public interest for the Scheme to proceed and therefore for the council to consider the use of its compulsory purchase powers, subject to a formal resolution to make a CPO (if required) at a later date.

#### **Equalities (including socio-economic) impact statement**

44. Section 149 of the Equality Act 2010 lays out the Public Sector Equality Duty (PSED) which requires public bodies when taking decisions, to have due regard to the need to:
- a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
  - b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
  - c) Foster good relations between those who share a relevant characteristic and those that do not share it.
45. The council through a process of regular review has been considering the impact on all protected groups throughout the development of the council's proposals for all regeneration projects within the borough. This has led to the council developing rehousing policies for tenants and leaseholders affected by regeneration proposals in the borough.
46. These have identified that the council has a range of measures in place to mitigate any potential impacts of regeneration proposals, including:
- a) Rehousing policies through the council which provide a range of local rehousing opportunities that enable residents to move locally (if they choose to do so) to a new home that meets the needs of their family and financial position.

- b) A dedicated team of officers which supports both tenants and leaseholders through the rehousing process.
  - c) Providing support and guidance about a range of routes to all residents affected by regeneration but with particular focus on those that may be vulnerable or in need of additional support.
  - d) The development of new homes in the borough which will provide high quality homes to modern standards for residents in the borough to move to.
47. Therefore, the council considers that the potential impacts of the scheme are fully addressed through the operation of its rehousing policies and provision of dedicated support and guidance available through council officers and local independent organisations that provide support and guidance to Tustin Estate residents.
48. Through the consultation process, the council has also sought to update its understanding of the demographic of residents with protected characteristics affected by the rehousing and process. The council will continue to monitor any resulting impacts. The council will also seek to update and expand upon this information throughout the ongoing process as it continues to discharge its public sector equality duty.
49. In addition, an Equality Health and Impact Assessment (EqIA) has been undertaken by the council and completed by consultants Mott MacDonald for the whole project to ensure the impacts of the re-development of the estate have been independently assessed. This has been updated at Appendix 3.
50. It identifies differential or disproportionate effects, both positive and negative, on those with protected characteristics from the development proposals and sets out mitigation or enhancement measures that the council can put in place. It looks at these factors ahead of confirming decisions and policy. Relevant mitigation measures are identified and are embedded into the redevelopment programme.
51. The equalities impact assessments were conducted in accordance with the Equality Act 2010 and the council's Public Sector Equality Duty.
52. The assessment will be shared with the consultants engaged to work on this programme to inform their resident engagement process alongside the council's.
53. The compulsory acquisition of land and interests will interfere with Article 1 First Protocol Convention Rights. However, Article 1 of the First Protocol allows such interference if it is in the public interest and in accordance with the law. The use of CPO powers is lawful in Article 1 terms provided that the council strikes a fair balance between the public interest and the private rights of individuals which are protected by Article 1. It is also relevant that compensation is available to persons affected by compulsory acquisition in certain circumstances. It is considered that the compelling benefits of the Scheme in the public interest justify the interference with Article 1 rights in this case when weighed against the private rights of individuals if CPO powers were used.

54. As regards Article 6 Convention Rights, there are well established statutory procedures that will give all those likely to be affected by a CPO the right to be notified and the opportunity to object. Any such objections may cause a public inquiry to be held where those objections can be heard. Compensation disputes can be referred for hearing by the Lands Chamber of the Upper Tribunal. For these reasons Article 6 is complied with.

### **Health impact statement**

55. The updated EqIA sets out the potential health impacts of the overall development.

### **Climate change implications**

56. The redevelopment of this block would enable homes of the highest environmental standard to be developed. The current homes are inefficient in energy terms.
57. The achievement of a zero carbon development is a key objective of the programme for the low rise homes on Tustin. As part of the development of the design option as part of the ballot process, sustainability consultants produced a detailed report. Sustainability consultants have been appointed as an integral part of the new design team and will provide a detailed assessment of the impact of redeveloping the low rise as part of the planning application process. Experience in addressing these issues was a key criterion in the appointment of the delivery partner.
58. It is anticipated that the new homes will be served by the South East London Combined Heat & Power (SELCHIP) heating system.

### **Resource implications**

59. The acquisition process continues to be met within existing resources within the council, supplemented with external professional advice as required. The delivery of the new homes is being taken forward to contract stage by BY Group on behalf of the council under the development agreement (DA) entered in 2022. There are no additional resource implications arising from this report.

### **Legal implications**

60. The Council has various powers to compulsory purchase land, for example, the power under section 226(1) of the Town and Country Planning Act 1990 (as amended) and the power under section 17 of the Housing Act 1985 etc.
61. Section 226(1)(a) of the 1990 Act provides that “...A local authority [to whom this section applies] shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area:
- (a) if the authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the

*land;*"

62. The power in section 226(1)(a) of the 1990 Act is subject to section 226(1A) of the 1990 Act which provides that an authority must not exercise the power under section 226(1)(a) of the 1990 Act unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of the following objects:-
- the promotion or improvement of the economic well-being of their area;
  - the promotion or improvement of the social well-being of their area;
  - the promotion or improvement of the environmental well-being of their area.
63. This report recommends that the Cabinet approves, in principle, the use of compulsory purchase powers under Section 226(1)(a) of the 1990 Act and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of all land and interests (which are not already owned by the Council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2. This however is subject to the Council making a formal resolution to make a CPO at a later date.
64. Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 provides a power for a local authority to purchase compulsorily such new rights as are specified in the compulsory purchase order.
65. Before determining whether or not to make a formal resolution to make a CPO the Council will consider which compulsory purchase power is the most appropriate to be utilised in this case and will provide a justification for the use of such power in any future reports that seek a formal resolution to make a CPO (if applicable).
66. In order to establish the need for a CPO the Council must have first taken all reasonable steps to acquire the land by negotiation.
67. The Council has the power to seek possession of secure tenancies under various grounds set out in Schedule 2 of the Housing Act 1985. Ground 10A of Schedule 2 allows the Council to obtain possession in an area the subject of a redevelopment scheme. In order to obtain possession the Council must undertake statutory consultation with affected tenants and have the approval of the Secretary of State. Possession under Ground 10A will also only be granted where suitable accommodation must be available to affected tenants.
68. As part of the preparation for future redevelopment, it will be necessary, in due course, to consider whether or not those assets should be appropriated from their existing purpose to planning and other purposes so as to facilitate site assembly. Approval of the Secretary of State would also be required to appropriate housing land for purposes other than housing.
69. Where a secure tenant of the Council has claimed to exercise the right to buy their property (and that right has been established), then as soon as all matters relating to the grant have been agreed, the Council (as landlord) is obliged, pursuant to section 138(1) of the Housing Act 1985 ("**HA 1985**") to

grant to that secure tenant a freehold / leasehold interest in that property.

70. Section 138A Housing Act 1985 provides that where an Initial Demolition Notice is served on a secure tenant and such notice is served before the landlord has granted an interest (pursuant to section 138(1) HA 1985) the Council (as landlord) will not be bound to complete that right to buy application. Service of an Initial Demolition Notice pursuant to Schedule 5A HA 1985 therefore suspends the Council's duty to complete right to buy applications under section 138(1) HA 1985 in respect of that particular tenant's interest in the relevant property.
71. Paragraph 4 of Schedule 5A HA 1985 restricts the service of further initial demolition notices (for a period of 5 years) following the time when the Initial Demolition Notice ceases to be in force, unless such further notice is served with the consent of the Secretary of State.

### **Financial implications**

72. The required budgets to deliver the scheme were agreed by cabinet in October 2022. These costs will be funded from resources supporting the Housing Investment Programme.
73. The costs associated with the preparation of a CPO can be managed within existing budgets. If a CPO needs to be made the associated costs can be met through the use of contingency in the project budget.

### **Consultation**

74. Consultation is taking place with all affected leaseholders and tenants within Heversham House. In addition, this issue has been discussed with the Residents Project Team and the Tustin Estate Community Association.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Assistant Chief Executive, Governance and Assurance**

75. The purpose of this report is to recommend, in principle, the use of compulsory purchase powers under Section 226(1)(a) of the 1990 Act and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of all land and interests (which are not already owned by the Council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2. This however is subject to the Council making a formal resolution to make a CPO at a later date.
76. Section 226(1)(a) of the 1990 Act gives local authorities the power to compulsorily acquire land in their area if the authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land. The use of the power is limited by s226(1A) which provides that a local authority must not exercise the power unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of three objects, namely the promotion or improvement of the economic, social or environmental well-being of their area.

77. Paragraphs 15,16, 38, 39, 40 set out a summary of the economic, social and environmental well-being benefits the implementation of the Scheme will bring to the area.
78. Section 120(1) of the Local Government Act 1972 ("the 1972 Act") authorises local authorities to acquire any land by agreement for the purposes of a) any of their statutory functions or b) for the benefit, improvement or development of their area. By virtue of section 120(2) of the 1972 Act, local authorities may acquire by agreement any land for any purpose for which they are authorised by the 1972 Act or any other Act to acquire land, notwithstanding that the land is not immediately required for the purpose and, until it is required for that purpose, it may be used for the purpose of any of a local authority's functions.
79. Section 227 of the 1990 Act also enables local authorities to acquire land by agreement for any purpose for which a local authority may be authorised to acquire land under section 226 of the 1990 Act.
80. In this report the recommendation is that land is being acquired by agreement in order to facilitate the development of the area, which falls within the purposes set out in section 120(1) of the 1973 Act and section 226 of the 1990 Act.
81. Accordingly, local authorities have power to acquire land and interests by agreement as recommended in this report.
82. Persons with a qualifying legal interest who are displaced from the blocks subject to demolition, such as tenants and leaseholders, will be eligible for mandatory or discretionary statutory compensation and disturbance payments. These will be made in line with the applicable legislation and local authority policy at the appropriate time.

#### **Strategic Director, Resources (H&M 24/044)**

83. This report seeks Cabinet approval to the use, in principle, of compulsory purchase powers under Section 226 (1)(a) of the Town & Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of all land and interests (which are not already owned by the Council) within the area of land shown for identification purposes edged black and bold on the plan at Appendix 2 to facilitate the redevelopment of the Tustin Estate. This is an in principle proposal, and as such, does not commit the council to incurring expenditure, but as outlined in the financial implications section of this report, any costs associated with securing vacant possession can be contained within the existing financial resources approved for the regeneration of Tustin Estate. Those costs will be met from funds available to the council's Housing Investment Programme for the delivery of the new homes programme.



**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
<p>Tustin Development Agreement Decision - Gateway 2 - Contract Award Approval - Partner &amp; Financial Plan for redevelopment of Tustin Estate - Southwark Council</p> <p><b>Link:</b>  <a href="https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7726">https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7726</a></p>	<p>Housing, New Homes Directorate,            Third Floor, Hub 2            160 Tooley Street,            London, SE1 2QH</p>	<p>Cat Janman            020 7525 0659</p>
<p>Tustin Phase 1 CPO Decision - Tustin Estate Low Rise Redevelopment Programme: Update and Phase 1 Compulsory Purchase Order (CPO) - Southwark Council</p> <p><b>Link:</b>  <a href="https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7497">https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7497</a></p>	<p>Finance, Planning and Growth Directorate,            Fifth Floor, Hub 2            160 Tooley Street,            London, SE1 2QH</p>	<p>Neil Kirby            020 7525 1878</p>

**APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Site plan showing Phase 2 sites
Appendix 2	Site plan showing Tustin Estate and indicative CPO Plan Tustin Estate
Appendix 3	Equality and Health Impact Assessment, August 2024

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Helen Dennis, New Homes and Sustainable Development	
<b>Lead Officer</b>	Hakeem Osinaike, Strategic Director of Housing	
<b>Report Author</b>	Cat Janman, Senior Project Manager	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Resources	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		4 September 2024

TITLE.

TUSTIN ESTATE PHASE 2.  
PHASE 2 SITE PLAN

APPENDIX 1



DRAWING No.

LBS\_4228

DRAWN BY.

MMANKTELOW  
Property Division

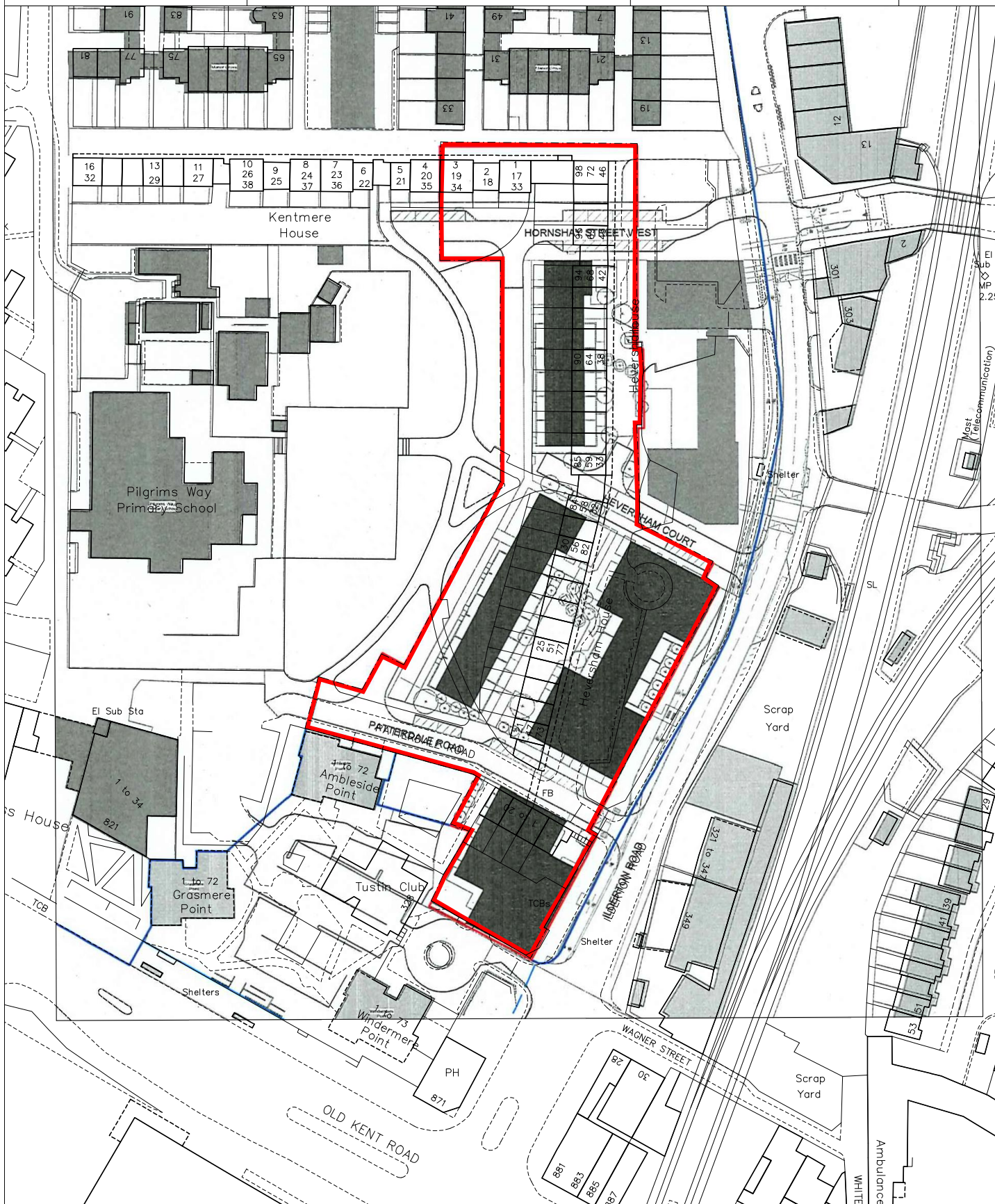
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TITLE.

TUSTIN ESTATE PHASE 2.  
PHASE 2 SITE PLAN

APPENDIX 2



DRAWING No.

LBS\_4227

DRAWN BY.

MMANKTELOW  
Property Division

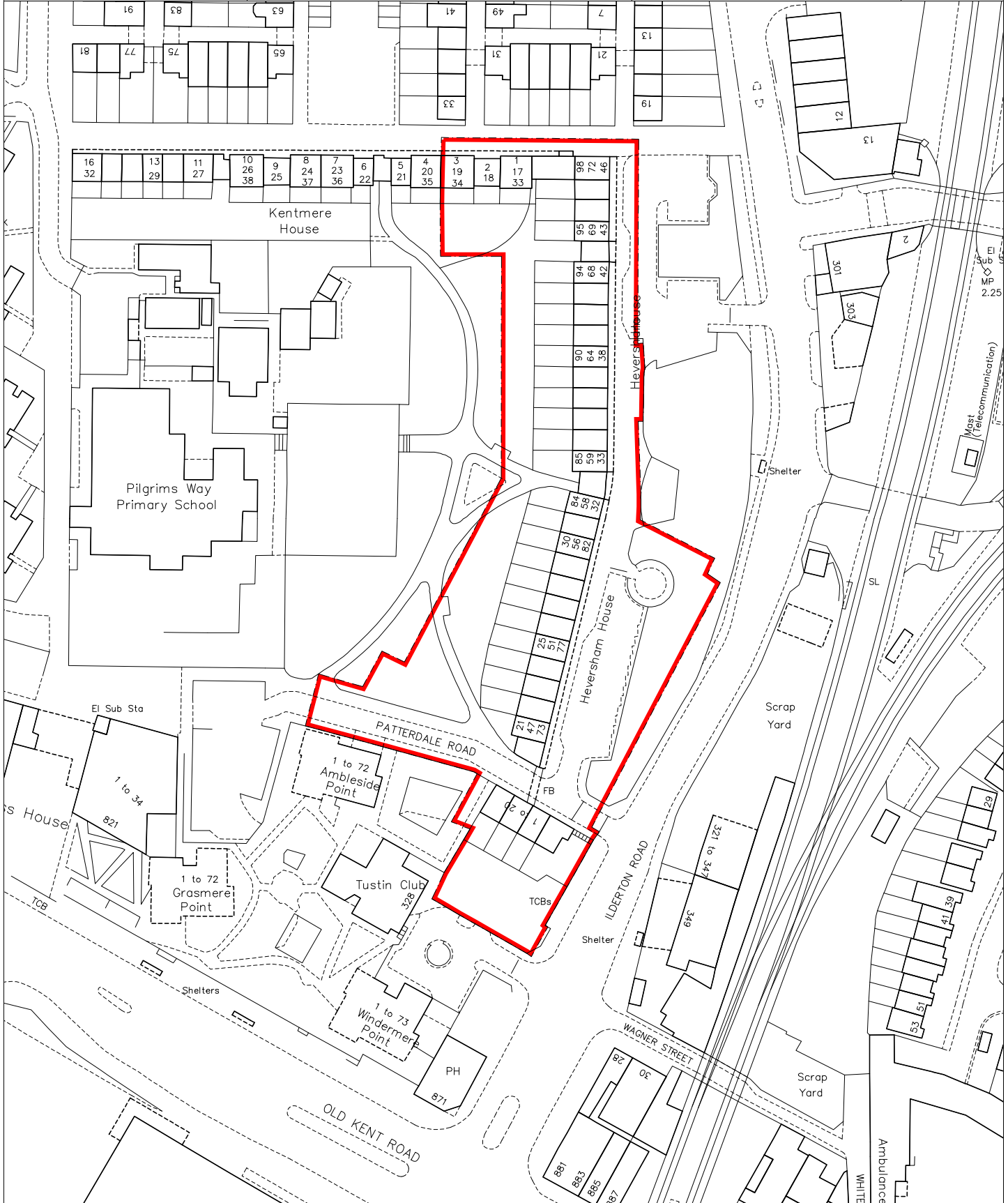
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<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Gateway 1 Housing – Procurement Support and Supply Chain Management System
<b>Cabinet Member:</b>	Councillor Sarah King, Council Homes
<b>Ward(s) or groups affected:</b>	All Wards
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a
<b>From:</b>	Strategic Director of Housing

**FOREWORD - COUNCILOR SARAH KING, CABINET MEMBER FOR COUNCIL HOMES**

We know that the council needs to do more as a landlord to support our tenants and leaseholders. In 2022, we made housing our top priority as a council, focusing on improving the experience of tenants and leaseholders as they interact with the council, getting repairs fixed and tackling damp and mould.

To achieve this, we have put residents at the heart of reshaping our repairs service, and our resident-led board has been central to changes that we are now making. Whilst there is still work to be done, over the last year we have seen a 6% increase in satisfaction with our repairs service, and we are building consistency in making sure our repairs are right first time – hitting our 90% target month on month. We are also going out into the community with our Repair Action Days, carrying out repairs on the spot and making sure bigger repairs are logged and followed up quickly. These days have been incredibly successful and we will be visiting more estates in the coming months and years.

The next stage of ensuring our tenants see further improvements in the repairs service is having the best possible contractors in place to work alongside our in house repairs service for those jobs where we do not currently have the breadth and depth of expertise within the council. The new system of procurement will allow us to procure industry leading specialists more quickly, address the issue of being out of contract with our existing suppliers and allows us to continue to work with SMEs. This will be achieved at a lower cost to the Housing Revenue Account through a pre vetted system. Importantly the system’s in-built processes provide real time feedback on their performance including from our own residents, which will ensure that when contractors do not perform to the standard we expect of them we will no longer continue to work with them.



The new system will ensure value for money and achieve higher levels of customer satisfaction - treating every home the council owns as if it was our own. Alongside we will continue to invest in our in house repairs team who we know are best placed to deliver on our long term commitments to tenants and leaseholders.

## RECOMMENDATIONS

1. That the Cabinet approve the procurement strategy of a direct award from the Procurement for Housing's Social Housing Emerging Disruptors Framework to Plentific Ltd. for their supply chain and procurement management solution platform dynamic purchasing system at a total cost of £1,439,700
2. That cabinet approve the purchase for a period of three years, with the option of a one year extension
3. That the Cabinet approve the process for placing orders for works up to £6.45m per annum (£25.8m over four years) through the platform, once established, which will be monitored and reported as detailed in this report
4. That the Cabinet note that the Plentific Ltd. solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this GW report. It is not intended to be used as a substitute for any works currently delivered by directly employed staff.
5. That the Cabinet approve this report as a GW1 approval for any individual works order that exceeds £100,000
6. That the Cabinet delegate the GW2 contract award decisions to the Strategic Director for Housing, in consultation with the Strategic Director of Resources

## REASONS FOR RECOMMENDATIONS

7. The reasons for the recommended procurement approach are detailed later in this report.

## ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

8. The alternative options considered for this procurement are set out in this report

## POST DECISION IMPLEMENTATION

9. Once the recommendations within this report have been approved:

Key Activity	Target completion date
Agreement contract terms and conditions.	10/10/2024
GW 2 approval	24/10/2024
Implementation of the DSP system and go live.	31/10/2024
Outline tender process for	31/10/2024

Key Activity	Target completion date
engaging, awarding various works packages through the platform, and contract management approach of the packages.	
Agree tender documentation for works packages with procurement.	31/10/2024

## BACKGROUND INFORMATION

10. A number of contracts across Asset Management are at the end of, or are coming to the end of their contract term. This is a risk for the Council and team within Asset Management have been looking at ways to resolve this urgently.
11. The long-term solution is to engage a procurement process, which by the volume, complexity and cost of the works needed, will be a protracted process. However, in the short to medium term, we need to ensure contractual compliance without the need for traditional, long term contractors on a fixed rate. The Council is also keen to work with SME (small and medium enterprise) contractors where possible, who may have traditionally found it more difficult to work with us. The Plentific platform enables us to achieve both of these objectives.
12. The Council is also committed to ensuring value for money and to spending the money within the Council's Housing Revenue Account (HRA) as intelligently as possible. Plentific would be less intensive across both time and labour for the Council, offering a back office saving.
13. Whilst longer term awarded contracts are the norm, other options were explored across the market to meet the Council's commitment to contractual compliance and value for money.
14. The Plentific platform enables the council to gather real time residents' feedback on their experience with each repair carried out. This enables us to react quickly to issues before they become complaints and to review our interaction with contractors receiving poor feedback.

## Summary of the business case/justification for the procurement

15. This procurement is being undertaken to ensure that the council's Asset Management Team is compliant in terms of its contracts and is delivering the repairs programme in a more efficient and less resource-intensive process.
16. The Plentific Ltd. (Plentific) platform provides several additional business benefits for the council, which include:
  - Risk management: The current out of contract status of many contractors in the council's housing supply chain is unsustainable and carries risks. Plentific's dynamic purchasing system (DPS) offers access to pre-approved suppliers.

- Value for money: The system allows consistent competitive bidding for work, which will enable the council to assess and demonstrate value for money (VFM), which we cannot currently demonstrate.
  - Analytics: Information on performance, costs, variations and resident feedback, all of which we do not currently have.
  - Dashboards: Ability to monitor which contractors are selected and any justification if they do not represent the best value for money.
  - Contract management: The platform allows active and live contract management.
  - Assimilation: Contractors previously engaged by the council can be quickly and easily assimilated to the Plentific platform for a fee, as highlighted in the table in paragraph 31 of this report, thus providing potential continuity, subject to value for money.
17. Whilst many of the above could be achieved through the council's existing approved list, the Plentific system offers the council immediate contract compliance and a more competitive way of tendering these jobs, which leads to better value for money.
  18. The Plentific platform will be used for the procurement and management of repairs. It will not be used for day-to-day works normally carried out by the council's directly employed work force, with the exception of specialist trade works and where capacity requires external support to complete works, as already exists.
  19. Works assigned through the Plentific system will be limited to works that the Council cannot undertake internally with our workforce. These works are larger scale or specialist works where it makes more economic sense to go to the open market.
  20. Works contracted out through Plentific will be the exact same type and volume of the works currently contracted out to our repairs partners with expired contracts. No additional works are in scope to be contracted and it is a realistic expectation that over the length of the Plentific contract that less works will be contracted out than current.
  21. This therefore has no negative or adverse effects on the current internal DLO arrangement or staff directly employed by the council.
  22. The platform will be configured to invite a minimum of three suppliers to bid, and contracts will be awarded in accordance with the council's Contract Standing Orders (CSOs) and in line with the system of delegated authority within the Asset Management Team, according to Housing Department's scheme of delegation. The system will then be used to manage the contracts and payment of the contractors.
  23. This paper estimates works costs procured via the Plentific marketplace platform to be in the region of 6.45m a year (£25.8m over four years). This is based on spending receipts for repairs work received during the financial year 2023-24 of circa £6.45m.



24. This estimate assumes that similar budgets are available and a similar level of demand from the stock is required. The figure has not been increased to include indexation.

### **Housing Processes**

25. The award and management of the contracted works will continue through Southwark Repairs and the Council's scheme of delegated authority.
26. Works being allocated via Plentific will always be overseen by a manager within that work stream to ensure that the works cannot be done in house and that we are achieving value for money based on the criteria of the order.
27. Southwark Repairs has a designated project lead within their management team and a dedicated officer will be allocated to oversee the works allocated through the system and adherence to processes.
28. Reporting will take place monthly to the Strategic Director of Housing on numbers of orders and spend through the Plentific system.
29. Areas of work where term contracts are currently being procured, for example voids and communal, will be outside of the initial scope of this project with the option reserved to include them during a later phase of the project.
30. The project will phase areas of Southwark repairs into the Plentific system over a period of months to minimise risk and ensure service continuity.
31. The system will allow residents to rate their contractor based on quality of works and overall satisfaction. Continuing low scores results in contractors being removed from the Plentific system. This process allows the Council to favour satisfaction in its choice of contractor as well as allowing our residents a voice in future procurement.
32. Bringing the contractors we use into contractual compliance is a key objective of the department.
33. The council will have a contract with each individual contractor, which will be managed through the Plentific system.
34. The medium to long term aim within Southwark Repairs is that as much work as possible be completed by internal, directly employed Council teams. The service isn't in a position to currently undertake any further works internally in the short term
35. Southwark repairs are bringing our damp and mould team in house currently. Once that is completed, the intention is to commence the same process for our voids and elements of our communal repairs teams.
36. Long term, the intention is to procure Southwark's own contractor framework. As a landlord with circa 55,000 homes, we should have and can sustain a framework of large, medium and small contractors, who will satisfy all of our contract needs. However, the procurement of such a framework, will take

between 18 and 24 months, which is a period we cannot continue to be out of compliance.

37. The Plentific system is therefore a stepping stone to allow the service to reach full contractual compliance and reduce costs in the short term, allowing for a review of the services delivered and an in house delivery model wherever possible.
38. Services that cannot be delivered in house will be delivered by a Southwark specific framework of contractors.

### **Payment Process**

39. The cost of orders raised through the Plentific system is batch paid to the various contractors via a Stripe hosted virtual bank account. The council make a single batch payment which is then distributed by Stripe to individual contractors. This process is managed through the Plentific system, which ensures that only invoices for orders that have been selected by the council are paid. Any mismatch between the batch payment and invoices selected is flagged through the system and would need to be resolved before any payments are released. Unreleased money would be refunded back to the council if the problem with the payment is not resolved within a given timescale.
40. In summary, the council's officers approve individual payments to contractors on receipt of verification of successfully completed works. Payments are made on a batch basis. Contractor payments are paid via Stripe and not paid to or held in an account which is controlled by Plentific. The officer authorization levels remain as they are currently and inline with the Housing Department's scheme of delegation.
41. Plentific charges contractors a percentage commission for being suppliers on the Plentific system. The following table highlights the commission range that Plentific charge to suppliers:

<b>Job Value Band £</b>		<b>Commission Fee</b>
£0	£5,000	10.0%
£5,001	£7,500	8.0%
£7,501	£10,000	7.0%
£10,001	£25,000	6.0%
£25,001	£50,000	5.0%
£50,001	£250,000	4.0%
£250,001	£1,000,000+	3.0%
Southwark Appointed Contractors		2.5%

Job Value Band £	Commission Fee
(any existing council suppliers added to the system)	

42. The above supplier fees are likely to be added to the council's cost. Whilst this potentially adds costs for the council, it is anticipated that there will be efficiencies through the competitive tendering process for each job, more efficient contract controls, and less resources needed in internally manage the process, which will reduce the impact of any additional costs. These fee percentages are outside of the contract between the Council and Plentific and does not have visibility of these fees. These can change at any point and is therefore listed under the risk table.

### Market considerations

43. The Plentific platform provides the council with access to over 500 pre-vetted contractors and suppliers. Their pricing is based on the latest version of the National Housing Federation (NHF) Schedule of Rates (SoR). Work is competitively tendered as required, ensuring Value for Money for the council.
44. The council can invite existing suppliers to sign up to the Plentific platform and allow them to competitively tender along with new suppliers. Suppliers on the council's approved list will be informed and given an opportunity to join the Plentific platform.
45. Plentific also gives the council access to many local Small and Medium Sized Enterprises (SMEs). The council will have the ability to set parameters around size and locality of SMEs for inclusion in invitations to bid for works. This enables the council to invest in building local wealth.
46. Plentific's platform allows SMEs to sign up with ease, whilst still providing compliance checks to meet the council's requirements. This allows SMEs who do not have back-office resources access to the marketplace in an efficient and cost-effective manner.
47. With potentially up to 10,000 work orders and circa £6.54m spend per year being channeled through Plentific, this represents a significant opportunity for SMEs in the borough and the council's ability to support them.

### KEY ISSUES FOR CONSIDERATION

#### Options for procurement route including procurement approach

48. The following options were considered for this procurement.

#### Do nothing

49. Doing nothing is not an option, the council has a statutory obligation to maintain its housing stock and there are a number of gaps in the current process.

### In-house

50. This would mean the council effectively either setting up its own framework of suppliers, extending the current DLO, which would all be costly and time-consuming endeavors. This is a long-term aim of the council, but Plentific enables the council to implement a short-term solution to ensure contract compliance.
51. Whilst the council does already have an approved list for contractors where the value of the contract is below the public works threshold, the Plentific system provides a wider range of tools, which should allow for a more efficient way of procurement and contract management.

### Direct award new contracts to a limited number of existing suppliers

52. This is only available as a short-term/interim option. This option was discounted in favour of procurement via an existing procurement platform, as it does not offer the most efficient use of the council's resources and money, only offers a short-term solution, and does not offer the same level of transparency and consistency for the council. Furthermore, due to lack of competition, it would be difficult to assess best value.

### Using a framework or a Dynamic Purchasing System

53. The transformation team have reviewed and compared the following repairs and maintenance lots from the following framework and procurement platforms in order to find a suitable procurement solution:

<b>Provider/ Framework</b>	<b>Cost</b>	<b>Fram ewor k</b>	<b>DPS</b>	<b>Pre- approved Supply Chain (Incl. executed contracts)</b>
Bloom (Nepro 3)	5% (suppliers)	Yes	No	No
Crown Commercial Service (Housing Maintenance and Repair)	Average of 0.33% (suppliers)	Yes	No	No
Constilia (Neutral vendor MSP)	1.45 to 4.5% (suppliers)	Yes	No	No
South East Consortium (Refurbishment & Repairs Framework)	1.5% (members)	Yes	No	No
Plentific (Maintenance & Property Management Software)	2.5 to 10% (suppliers)	Yes	Yes	Yes
Using the council's approved list	Supplier Joining Fee	No	No	Yes but no Execution

54. It should be noted that DPS's will come to an end by 27 October 2028 due to changes in procurement legislation and will be replaced with a dynamic market.

## Proposed procurement route

55. The proposed strategy is to make a direct award, via the Procurement for Housing's Social Housing Emerging Disruptors (SHED) Framework, to Plentific Ltd to use their supply chain and procurement management platform solution DPS.
56. The cost breakdown for the system are below:
  - £497,000 – three year system use
  - £125,000 – option of additional one year of system use
  - £817,200 – additional modules
57. The council does not have the expertise or capacity within the existing in-house team, internal resources are not sufficiently structured to fully deliver these kind of services.
58. The core services offered by Plentific platform provide the council with access to the following:
  - A PCR compliant procurement platform
  - Access to a DPS
  - An integrated system approach to procurement (tendering, contract management, supplier payments)
  - A short-term fix, as well as a long-term solution.
  - Ability to add existing suppliers to the supplier list
59. The framework will allow for a mini-competition or a direct award for each project. Officers will be instructed to undertake a mini-competition unless it is an emergency, any orders without competition will need to be agreed by a manager within the service.
60. A plan is currently being drawn up to ensure that the Plentific tender and order process aligns with the council's approved delegations and the council's CSOs. It is expected that most of the individual order value range will be from £1,000 to £5,000, although some will exceed this. This report seeks approval to be considered as a GW 1 report for any individual orders that exceed £100,000. A separate GW 2 report will be required in accordance with the CSOs.
61. In order to ensure that this spend is monitored, a report will be produced on a monthly basis outlining all expenditure within the last month, upon which the requirements of the contract register will be satisfied, and which will be presented to the Strategic Director of Housing. This process will be reviewed once in place and established.
62. The Plentific's solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this GW report. The rationale for using this platform instead of the council's approved list is because it offers pre-approved and vetted contractors, a competitive approach to raising orders, monitoring functionality, and an efficient approach to the multi-transactional use of contractors.

63. Contractors on the Plentific system are assessed against the PPN Selection Questionnaire for compliance.
64. To be compliant with Southwark specific procurement and compliance the system will be adapted and contractors bidding for work will need to sign up to Southwark's Fairer Future Procurement Framework prior to placing a bid on each individual order.
65. Checks will be made by Southwark's internal teams to ensure that contractors are compliant with the standards. Any contractors who are not compliant with Southwark specific standards will not be used to undertake any works on behalf of Southwark Repairs.

### Identified risks for the procurement

66.

R/N	Risk Identified	Risk Rating	Mitigation
R1	Integration Risk	Low / Med	Early engagement with Southwark I.T. (already commenced) and third party stakeholder such as other systems providers. Mitigation early and detailed engagement.
R2	Procurement challenge	Low	This framework allows for single supplier negotiation and the council will ensure compliance with framework terms
R3	Financial viability of Plentific / Insolvency	High	<p>Council to carry out financial due diligence investigation and the usual credit checks, and engage with the company to satisfy any concerns around financial sustainability.</p> <p>A no penalty break clause will be included in the contract. Ensure robust plan in place for service delivery in the event of the platform ceasing to exist. All works will be paid for in arrears.</p> <p>Subscriptions/licenses are paid annually.</p> <p>The council will have direct contracts with each supplier, albeit through the system.</p> <p>The stripe payment system ensures that any funds paid out to suppliers through the system are protected.</p>
R4	Contractors	Low	Ensure robust plan in place for

R/N	Risk Identified	Risk Rating	Mitigation
	withdraw from the platform / platform ceases to exist		service delivery in the event of the platform ceasing to exist. The Plentific marketplace has over 500 contractors available in the southeast within excess of 300 in London. Individual withdrawal is unlikely to impact Southwark's delivery
R5	Increased Exposure to market volatility	Low	Implement regular reviews of market trends and supplier pricing to adjust strategies proactively and manage costs effectively.
R6	Variable pricing increases likelihood of swings in spend	Low	Utilise the detailed analytics provided by Plentific to improve forecasting accuracy, even with variable pricing. Regularly update financial forecasts based on the latest market data and trends. Fixed price work will be obtained where possible.
R7	Fee charged by Plentific to Contractors increases (which increases cost of works)	Med	Consider renegotiating contracts or seeking alternative platforms if fees become prohibitive.

### Key /non-key decisions

67. This report deals with a key decision.

### Policy framework implications

68. The procurement of this contract will follow the commitment of 'Southwark 2030' to deliver the commitments to value for money and be open, honest, and accountable.

69. These new contractors engaged through Plentific's platform will contribute to the council's Delivery Plan for:

- a thriving and inclusive economy;
- a healthy environment;
- quality affordable homes; and
- keeping you safe.

### Procurement project plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	01/08/2024
DCRB Review Gateway 1	05/08/2024
CCRB Review Gateway 1	15/08/2024

CMT Review Gateway 1	20/08/2024
Brief relevant cabinet member (over £100k)	15/07/2024
Notification of forthcoming decision - Cabinet	6/09/2024
Approval of Gateway 1: Procurement strategy report	16/09/2024
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	25/09/2024
Forward Plan (if Strategic Procurement) Gateway 2	02/09/2024
DCRB Review Gateway 2:	07/10/2024
CCRB Review Gateway 2	17/10/2024
Notification of forthcoming decision	17/10/2024
Approval of Gateway 2: Contract Award Report	25/10/2024
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	04/11/2024
Contract award	05/11/2024
Add to Contract Register	05/11/2024
Place award notice on Find a Tender Service	05/11/2024
Place award notice on Contracts Finder	05/11/2024
Contract start	05/11/2024
Initial contract completion date	04/11/2027
Contract completion date – (if extension(s) exercised)	04/11/2028

70. This report is seeking delegation of the Gateway 2 decision in order to appoint Plentific Ltd as quickly as possible, in order to address the issues raised in this report have a suitable procurement process in place for future repairs

#### **TUPE/Pensions implications**

71. No direct TUPE or pensions implications are currently anticipated for the council as the proposed service contract will be delivered by an external provider.

#### **Development of the tender documentation**

72. Asset management will review contract documentation, Plentific terms and conditions, and the framework terms and conditions with corporate legal services. Contracts for works will be direct with suppliers and not with Plentific.

#### **Advertising the contract**

73. Not required as this is a direct award.

#### **Evaluation**



74. This contract will be awarded based on cost benefits attained via competitive tendering and contract management efficiencies and monitoring provided.

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

#### **Community impact statement**

75. The Public Sector Equality Duty requires public bodies to consider all individuals when carrying out their day-to-day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
76. The award of this contract will have a positive impact on the community as it will assist the council in keeping its statutory obligations.

#### **Equalities (including socio-economic) impact statement**

77. The Public Sector Equality Duty has been considered and no additional consultation is required.

#### **Health impact statement**

78. The new contract will have a positive impact on health inequalities as the main purpose of the works is to provide quality homes for the council's social housing.

#### **Climate change implications**

79. The contractors provided through Plentific's platform will have a positive impact on climate. The contracts include the provision for utilising public transport and organising works to limit travel and journey times. The system opens up the possibility of using local, smaller companies to carry out works the Council may not otherwise have used via existing contracts and processes

#### **Social Value considerations**

80. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the wellbeing of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.
81. The Fairer Future Procurement Framework will be embedded into the documentation Contractors procured via the Plentific's platform are required to sign up to and adopt as their own.
82. The successful contractors will be required to demonstrate that they operate an Equal Opportunities Policy, comply with the provisions of the Equalities Legislation, the Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Prevent Duty under section 26 of the Counterterrorism and Security Act 2015. These provisions will be incorporated in the contract terms and conditions.

83. Small and medium local business's will be supported by the council, through encouragement to join the Plentific platform.

### **Economic considerations**

84. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark or Greater London pay their staff at a minimum rate equivalent to the LLW rate. For contracts performed outside London, all relevant staff should be paid at or above the real UK Living Wage. Plentific and subsequent works contractors will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW which will form part of the negotiation process and the outcome will be contained within in the GW 2 report.
85. Following awards, Plentific and subsequent works contractors will be required to collect data on employment status of any sub-contracted operatives and confirm payment of LLW. All quality improvements and any cost implications will be monitored as part of the contract review process.

### **Social considerations**

86. The successful contractors provided through Plentific's platform shall consider trade union recognition in line with the council's Fairer Future Procurement Framework.
87. The successful contractors or their sub-contractors provided through Plentific's platform will be registered and accredited with the Transport for London (TfL) Fleet Operator Recognition Scheme. TfL Fleet Operator Recognition Scheme helps fleet operators to measure and monitor performance, encompassing safety, fuel efficiency, vehicle emissions and improved operations, in order to promote fleet management best practice and reduce social / environmental impacts.
88. The successful contractors provided through Plentific's platform will need to demonstrate that they can meet the Mayors Good Working Standard foundation level or above and are committed to the End Violence at Work Charter.

### **Environmental/Sustainability considerations**

89. The contractors provided via Plentific's platform will be required to sign up to and adopt the council's Environmental and Sustainability policies.

### **Plans for the monitoring and management of the contract**

90. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
91. Annual performance reviews will be in line with the council's Contract Standing Orders.

### Staffing/procurement implications

92. There is no current plans for any changes to the existing staffing structure, it is anticipated that this will be managed through existing staff resources.

### Financial implications

93. The estimated cost of this proposed procurement is £1.4m and will form as part of asset management budget. Then an estimated £25.8m resulting works costs. The cost will be met from resources supporting the council's Housing Investment Programme.
94. Contractors will be charged a fee by Plentific for using the Plentific system, which is likely to be added by the contractor to the council's cost. Whilst this potentially addition costs for the council, it is anticipated that there will be efficiencies through competitive tendering process for each job, more efficient contract controls, and less resources needed in internally manage the process, which will reduce the impact,

95. Estimated contract cost including and excluding VAT:

	System & Licensing	Works	Total	Total Including VAT
Year 1	£349,292	£2,687,500	£3,036,792	£3,644,150
Year 2	£304,300	£6,450,000	£6,754,300	£8,105,160
Year 3	£304,300	£6,450,000	£6,754,300	£8,105,160
Year 4	£304,300	£6,450,000	£6,754,300	£8,105,160
Year 5	£177,508	£3,762,500	£3,940,008	£4,728,010
Total	£1,439,700	£25,800,000	£27,239,700	£32,687,640

### Investment implications

96. The cost of these services will be allocated to the council's investment programme.

### Legal implications

97. Please see concurrent from the Assistant Chief Executive – Governance and Assurance

### Consultation

98. There were none.

### Other implications or issues

99. There were none.

## SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

### Strategic Director of Resources

100. This report seeks cabinet approval for the procurement strategy of a direct award to Plentific for their DMP for a period of three years, with an option to extend for an additional year at a total potential cost for the core system and all modules (for four years) of £1.43m. Additionally this report approves the process for placing orders for works up to £6.45m per annum (£25.8m over 4 years) through the platform. This will ensure that use of repairs and maintenance subcontractors is compliant with the council's procurement guidance, ensuring transparency and accountability.
101. The table in paragraph 41 outlines various risks associated with a project involving the Plentific platform. Key risks include:
- **Financial Viability:** Plentific's cumulative significant operating losses over the past three years pose a high risk although Plentific would dispute this. Mitigation includes a no-penalty break clause and maintaining existing systems as backup. Protection against Council financial losses in the event of Plentific failure must be in place.
  - **Integration:** Plentific must interface with multiple systems (Northgate, Service Connect, SAP). The service will collaborate with IT, finance, and legal teams to develop a robust implementation plan and ensure accurate information transfer.
  - **Governance risk:** Using Plentific will involve substantial changes to contract management practices. With variable pricing and a potential pool of 300-500 contractors, establishing robust governance structures is paramount. The platform must align with the council's scheme of delegation, ensuring that decision-making authority is appropriately distributed and documented. Additionally, it's crucial to establish protocols for handling disputes, managing contractor performance, and ensuring compliance with local government regulations and procurement policies. This includes management of the stripe account. Furthermore the council is seeking further assurance that funds paid out to suppliers through the stripe account system are protected.
  - **Pricing:** Whilst access to a competitive market place could drive down prices, there is no guarantee that Plentific will offer better value than direct award to current contractors. Contractors will factor in Plentific's fee (currently up to 10% of work costs, which could total £640k annually) into their rates. This percentage could change at any point without the knowledge of the council as this fee is not part of the Southwark's contract with Plentific. Additionally, contractors bidding for individual jobs rather than large volumes of work could result in higher average job costs. Any increase in the cost of works is particularly concerning given current HRA budget constraints.

- **Budget Management:** The Council should ensure that new budget management processes are established to support the Plentific implementation which ensures the HRA financial Recovery Plan is delivered.

102. For 2024-25, Asset management have a cash limit of £77.8m with which to deliver commitments. The service is therefore prioritising and rebasing all financial plans to ensure financial stability and sustainability of the HRA. All costs associated with Plentific, including set up costs, annual fee, contingency and resulting works ordered on Plentific, must be included within the HRA cash limited budget. Orders should be monitored carefully, and if necessary, the volume of work should be limited to ensure the programme does not overspend.

### Head of Procurement

103. This report seeks approval from cabinet for of a direct award from the Procurement for Housing's SHED (Social Housing Emerging Disruptors) Framework to Plentific Ltd for their supply chain and procurement management solution platform dynamic purchasing system (DPS) at a total cost of £497,500 for a period of three years contract commencing 1 November 2024 with an option for a one-year extension if required, making a total cost of £622,500 for four years. Approves a further option to purchase additional elements of software in the future, if and when required at a total value of £817,200, subject to a separate gateway approval. Notes that the Plentific Ltd solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this gateway report.

104. Cabinet notes the procurement is detailed in paragraphs 38 to 52 and 59 to 61, the risks are detailed in paragraphs 53, the impact on equalities, health and climate change are detailed in paragraphs 64 to 66, confirmation of the payment of London Living Wage is detailed in paragraph 71, management and monitoring of the contracts is detailed in paragraphs 77 to 78 and there are NO social value commitments.

### Assistant Chief Executive – Governance and Assurance

105. This report seeks cabinet approval for the procurement strategy of a direct award from the Procurement for Housing's SHED (Social Housing Emerging Disruptors) Framework to Plentific Ltd for their supply chain and procurement management solution platform dynamic purchasing system (DPS) at a total cost of £497,500 for a period of three years commencing 1 November 2024 with an option for a one-year extension if required, making a total cost of £622,500 for four years. Cabinet's approval is also sought for an option to purchase additional elements of software in the future, if and when required at a total value of £817,200 (subject to a Gateway 3 report), making a total contract sum of £1.439,700 which includes the core system and all modules for the four year period.

106. Cabinet is requested to note that the Plentific solution platform is intended to be used in lieu of the council's approved list for repair works for the specific areas of spend covered by this GW report, as outlined in paragraph 54.

107. The CSOs stipulate that a GW1 report is required for all contracts over £100k. Rather than seeking separate GW1 reports for individual work orders that exceeds £100k, approval is being sought from cabinet to accept this report as the required GW1 report, as outlined in paragraph 52. In addition, cabinet is asked to approve the process for placing orders for works up to £6.45m per annum (£25.8m over four years) through the platform, once established, which will be monitored and reported as detailed in paragraph 51 to 53.
108. Cabinet's approval is further sought for the delegation of the GW 2 contract award decisions to the Strategic Director for Housing, in consultation with the Strategic Director of Resources for reasons stated in paragraph 59 of this report.
109. CSO 5.1.2 provides that any procurement involving the use of a third party's framework agreement is subject to usual Gateway 1 procedures. This report therefore seeks approval to the use of the Procurement for Housing's SHED Framework. As this framework agreement has already been tendered in accordance with the Public Procurement Regulations 2015, the council is not required to undertake a separate fully advertised tendering exercise. Instead, the procurement strategy proposes the carrying out of a direct award from for the reasons outlined in this report.
110. The business case/justification for the procurement are outlined in paragraphs 15 to 21 of this report and confirms that the Plentific system offers the council immediate contract compliance and a more competitive way of tendering the individual works. Paragraphs 31 to 34 highlights the payment process.
111. Cabinet's attention is drawn to the Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010, which requires public bodies to have due regard, when making decisions, to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. Cabinet is specifically referred to the community, equalities (including socio-economic) and health impacts at paragraphs 64 to 67 of this report setting out the consideration that has been given to these issues, which should be considered when approving the recommendation in this report.

### **Chief Digital and Technology Officer (For all contracts involving IT)**

112. The council's Technology & Digital Services department (TDS) have assessed the Plentific platform, as described by its vendor, against our cyber security and application standards.
113. For Cyber Security a checklist of security requirements was assessed, in accordance with the Software as a Solution (SaaS) policy. The SaaS policy covers the use (or potential use) of systems provided over the internet in the Cloud, SaaS that may be provided hosted in Council infrastructure and / or developed custom solutions. In the case of Plentific it is the cloud scenario that applies. The policy ensures that recognised best practice cloud management practices and certifications are in place, that data encryption and backup procedures are in place, data recovery practices can be evidenced, multi-factor authentication requirements can be met, and appropriate governance for third-party access to Council data is in place. All of the security requirements were

met by Plentific.

114. Based on this, TDS have concluded that the platform is secure enough and robust enough for its intended purpose. The Plentific vendor has proposed integrations with one existing council system (NEC) that the Housing department and TDS agree are necessary and viable.

### **Director of Exchequer (For Housing contracts only)**

115. The report does not identify how the individual repairs to each block and estate will be coded and captured to allow accurate variable service charge construction. Customer and Exchequer Services has been informed that initially no communal repairs will be processed through Plentific, and that safeguards will be put in place to ensure that no service chargeable repairs are raised to the system. It is important to ensure that not only are these safeguards put in place, but that they perform appropriately, as there is no suggestion that the additional cost per order to be paid to Plentific can be properly identified and captured. It has been indicated that Plentific will be integrated with the Council's housing management system (i-world) through APIs, and that works orders will still be raised via i-world, but this has yet to be agreed by the provider NEC. It is imperative that integration does happen, to allow any communal works to be identified for service charge purposes in the future. The report is unclear as to what work and for which geographical area Plentific will be used. Customer and Exchequer Services have been separately informed that initially the system will only be used for day to day (individual) repairs across the Borough and for disrepair cases. Should there be any consideration given to expanding usage of the system to communal repairs detailed consideration will need to be given to how subsequent service charge construction will be managed to ensure that homeowners are charged their due and proper proportion of the total cost of the works.
116. The cost of purchasing the system will not require statutory consultation as it is below the relevant financial limits for a qualifying long term agreement. However, should any communal works be raised through Plentific, the ongoing costs and the management of the system could be subject to a test of reasonableness by the First Tier Tribunal should any leaseholder challenge their service charge. The commission fee adds a layer of cost to each works order that would need to be justified in order to be able to resist any challenge on the grounds of reasonableness. The report does not make it clear whether this additional cost will lead to other costs efficiencies which would compensate, or how the system will provide an improved service to residents.
117. The spend will need to be authorised in line with the scheme of management and appropriate controls will need to verify vendors and comply with HMRC requirements for CIS. New processes will need to be designed so they are compliant with the Council's budget management frameworks.

### **BACKGROUND DOCUMENTS**

Background Documents	Held At	Contact
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None		
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## APPENDICES

No	Title
None	

## AUDIT TRAIL

<b>Cabinet Member</b>	Councilor Sarah King, Council Homes	
<b>Lead Officer</b>	Hakeem Osinaike, Strategic Director of Housing	
<b>Report Authors</b>	Marc Cook, Customer Journey Lead - Southwark Repairs	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Resources	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Director of Exchequer (For Housing contracts only)	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	<b>Yes</b>	<b>Yes</b>
<b>Date final report sent to Constitutional Team</b>		5 September 2024



<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Motions Referred from Council Assembly
<b>Cabinet Member:</b>	Not applicable
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	Not applicable
<b>From:</b>	Proper Constitutional Officer

**RECOMMENDATION**

1. That the cabinet considers the motions set out in the appendices attached to the report.

**BACKGROUND INFORMATION**

2. Council assembly at its meeting on 17 July 2024 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. When considering a motion, cabinet can decide to:
  - Note the motion; *or*
  - Agree the motion in its entirety, *or*
  - Amend the motion; *or*
  - Reject the motion.

**KEY ISSUES FOR CONSIDERATION**

4. In accordance with council assembly procedure rule 2.10.6, the attached motions were referred to the cabinet.
5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the cabinet for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis.
6. Any key issues, such as policy, community impact or funding implications are included in the advice from the relevant chief officer.

**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Council agenda	Report on the council's website	Virginia Wynn-Jones Constitutional Team 020 7525 7055
<b>Link:</b> <a href="#">Agenda for Council Assembly on Wednesday 17 July 2024, 7.00 pm - Southwark Council</a>		

**APPENDICES**

<b>Number</b>	<b>Title</b>
Appendix 1	Renewing our borough: a strategy for building the homes and infrastructure we need
Appendix 2	Declaring a Housing Emergency
Appendix 3	Debate not Hate
Appendix 4	Ending the Lower Road chaos

**AUDIT TRAIL**

<b>Lead Officer</b>	Chidilim Agada, Head of Constitutional and Member Services	
<b>Report Author</b>	Virginia Wynn-Jones, Principal Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	27 August 2024	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments sought</b>	<b>Comments included</b>
Strategic Director of Resources	No	No
Assistant Chief Executive – Governance and Assurance	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Constitutional Team</b>	27 August 2024	

**APPENDIX 1****Renewing our borough: a strategy for building the homes and infrastructure we need**

1. Council Assembly believes that:
  - a. Everyone should be able to afford somewhere they can call home. And that delivering new, high quality social rent, including council homes, and other genuinely affordable homes, should be central to this Council's ambitions and plans;
  - b. That transport and community infrastructure is essential in order to support existing and new residents in our borough, and to help us achieve wider priorities such as tackling the climate emergency, reducing inequality, and creating decent jobs;
  - c. The Council should use every tool available in order to secure delivery of new homes and the infrastructure that residents need;
  - d. The Council will need to work with a wide range of partners in different ways, from voluntary and community groups, public organisations, and developers, in order to further increase the social and affordable housebuilding and infrastructure we need in Southwark.
  
2. Council Assembly notes that:
  - a. Under Conservative and Liberal Democrat governments we have had 14 years of under-investment in housing and infrastructure, and policies such as the Benefit Cap which have driven an increase in homelessness and numbers on the council's housing waiting list;
  - b. That under the Conservatives, the UK has experienced the lowest levels of investment of any G7 country;
  - c. Building genuinely affordable homes was hugely impacted by the Coalition's decision in 2010 to reduce the affordable housing grant by 60%;
  - d. Housebuilding has completely collapsed across London as a result of Conservative economic mismanagement, with a 90% fall in affordable housing starts in 23/24;
  - e. The Conservative government turned its back on London, failing to back the Bakerloo Line Extension, and failing to invest properly in the nation's capital despite some of the highest levels of deprivation;
  - f. The Labour Party has a plan to get Britain building again with 1.5 million new homes and will build more high-quality, well-designed,

and sustainable homes along with the infrastructure our communities need.

3. Council Assembly also notes:

- a. That the Labour administration has a plan for delivering genuinely affordable new homes in Southwark. That in 2023-24, 550 social rent homes were completed in Southwark, the highest number in London, and that last year we granted planning permission for a further 794 social rent homes in Southwark;
- b. That the Old Kent Road opportunity area in particular is delivering new homes at a pace, achieving over 50% affordable homes on sites which are completed or on site to date;
- c. That Southwark is building more council homes than any other council in the country, with 3,000 new council homes either completed or currently on site;
- d. That our Estate Renewal programmes on the Aylesbury, Tustin and Ledbury Estates are driven by the need for good quality homes for our residents which are sustainable and fit for the future. And that the First Development Site on the Aylesbury Estate is delivering 581 new council homes for local residents;
- e. That whilst the economic recession has affected our ability to deliver new council homes over the last year, the Labour administration has a viable plan to start bringing forward new homes on additional sites, whilst prioritising investment from our Housing Revenue Account (HRA) into existing stock;
- f. That the Labour administration also has plans to bring forward Keyworker Homes, dedicated homes for older residents, a new nursing home, to expand Housing First, and to facilitate the delivery of Community Land Trusts in Southwark.

4. In addition, Council Assembly notes:

- a. That this Labour administration is among other things delivering:
  - i. Over £70m of investment via Strategic Community Infrastructure Levy (SCIL) into the Elephant & Castle tube upgrade;
  - ii. Additional investment via SCIL into wider station improvements, including at Elephant & Castle Overground Station and Peckham Rye;
  - iii. Significant investment into preparatory work for the Bakerloo Line Extension, and spearheading the Back the Bakerloo campaign with other London Councils;

- iv. Investment in improvements to our streets including more cycle storage and new pedestrian crossings via our Streets for People strategy;
  - v. A new leisure centre at Canada Water, whilst also opening up Greenland Dock for supervised swimming this summer;
  - vi. New libraries across Southwark including the new Una Marson library on the Aylesbury Estate;
  - vii. Plans for new integrated Health Hubs across the borough including on the Aylesbury, at Canada Water and at Elephant & Castle;
  - viii. A refurbished Walworth Town Hall, following the devastating fire in 2013 with new workspace and community space;
  - ix. Plans for a new LGBTQ+ Cultural Centre as part of the Native Land development at Bankside;
  - x. Innovative community partnership projects with groups like Livesey Exchange and Kingswood Arts;
  - xi. A new home for our Southwark Young Advisers coming soon at 231 Old Kent Road;
  - xii. A new home for the Southwark Pensioners' Centre, supported through SCIL;
  - xiii. The extension of SELCHP to reduce our carbon emissions and connect more homes and organisations to this low-carbon source of heating and hot water;
  - xiv. Improved, and new, parks through development, such as the Bramcote Park project and 12 acres of new open space at Canada Water.
- b. That this Labour administration set up the Southwark Land Commission, the first of its kind in London, to look at how we could free up more public land for public good.
  - c. That through development in Southwark, we have not only secured tens of millions of pounds in investment through Community Infrastructure Levy but have also benefited from additional council tax and business rates receipts which support our General Fund and keep our frontline services going.
5. Council Assembly therefore resolves to support the council in:

- a. Bringing forward the next phase of its New Homes Programme, including the delivery of new council homes, keyworker homes, a new nursing home, and backing local people to build genuinely affordable homes via a Community Land Trust pilot scheme;
- b. Continuing to maximise the delivery of social rent homes through development in accordance with planning policy and always pushing developers to go further;
- c. Responding to what residents say they need and setting out further plans for capital investment in the borough; and to support its bids to other funders such as TfL and the department for transport (DfT);
- d. Campaigning for the Bakerloo Line Extension, and in discussions with the Mayor of London about implementing the 'Bakerloop' bus;
- e. Responding to the Southwark Land Commission including through the establishment of a Southwark Land Partnership, development of 'affordable workspace hubs', and identification of 'pilot sites' to test new models of community participation;
- f. Setting out the process this autumn for a further round of local CIL allocations, whilst preparing the way for a new framework designed to maximise impact and reduce inequality;
- g. Working with the new government to ensure that policies are fit for purpose and that the sustainable Future of Council Housing is especially high on its agenda.

**APPENDIX 2****Declaring a Housing Emergency**

1. Council Assembly notes:
  - a. Everyone should have a home they can afford, where they feel comfortable and safe. This is an essential foundation for a good life. Yet across our country we face a housing emergency, with over a quarter of a million people homeless, and one and a half million more living in overcrowded homes. In London alone, 1 in 23 children are living in temporary accommodation, more than one in every classroom.
  - b. This national emergency is one of the greatest challenges for our community. In Southwark, there are now 3,920 households in our borough living in temporary accommodation, many more living in overcrowded homes and over 17,000 households on our council housing waiting list. This emergency is not new and has been clear to the people of Southwark for well over a decade.
2. Council Assembly further notes:
  - a. This crisis is not inevitable. The last Labour government halved homelessness (reducing the number of households living in temporary accommodation from 101,300 to 50,400) and reduced rough sleeping by two thirds, whilst also doubling the proportion of social homes that met the decent homes standard.
  - b. In contrast, under the last fourteen years of Conservative and Liberal Democrat governments, street homelessness has risen by 169% and the number of households living in temporary accommodation is up 260%. With policies imposed by the Conservative and Liberal Democrat parties in government deepening the crisis including their Bedroom Tax; changing the national definition of an affordable home to include homes at rents that are unaffordable to people on even average incomes; reducing the Affordable Housing Grant by 60 per cent in 2010; increasing the Right to Buy Discount so thousands more council homes have been lost; capping benefits for housing costs at rates below the cost of even the cheapest private rented homes in our borough; and rolling out Help to Buy which has pushed house prices up even higher and benefited big developers most. Furthermore, in 2022 under Liz Truss the Conservative Party's mini budget crashed the economy, sending mortgages and private rents spiralling, and causing house building across our country to grind to a halt.
3. Council Assembly further notes:

- a. That for over a decade our borough has been leading the way in tackling the housing emergency, and that this has been the first priority of the council since 2010.
  - b. Southwark Council is the largest builder of new council homes in the country with over 3,000 built or on site being built which is more than at any time since the 1970s. Southwark has:
    - i. secured more social rent homes than any other borough through the planning system since 2016.
    - ii. led the way in tackling rough sleeping, with over 130 people supported into long term homes.
    - iii. been a national trailblazer for homelessness prevention.
    - iv. some of the most robust affordable housing planning polices in the country, with over a third of homes given planning permission since 2020 being affordable ones and over a quarter being social rent.
  - c. And Southwark is delivering the equivalent of a new town on the Old Kent Road, with half the homes given planning consent being affordable ones.
4. Council Assembly further notes and welcomes:
- a. The publication of the interim report produced by England's 20 largest council landlords focused on five solutions for the new Government to secure the future of England's council housing.
  - b. Led by Southwark Council, the cross-party group of council landlords warns that England's council housing system is broken and its future in danger. The interim report finds that the current financial model and erratic national policy changes under recent Conservative and Liberal Democrat governments have squeezed councils' budgets and sent costs soaring.
  - c. That unless action is taken nationally, council landlords across the country will struggle to maintain their existing homes to the standards that our residents deserve let alone build the new council homes our communities need.
  - d. The recommendations in the report include urgent action to restore lost income and unlock the capacity of councils to work with the Labour Government to deliver its commitments for new council homes across the country.
  - e. The five solutions set out detailed and practical recommendations to the new government:
    - A new fair and sustainable HRA model – including an urgent £644 million one-off rescue injection, and long-term, certain rent and debt agreements



- Reforms to unsustainable Right to Buy policies
- Removing red tape on existing funding
- A new, long-term Green & Decent Homes Programme
- Urgent action to restart stalled building projects, avoiding the loss of construction sector capacity and a market downturn.

5. Council Assembly also welcomes:

- a. A new Labour Government which, unlike governments over the last fourteen years, has put tackling the housing crisis centre stage, including commitments to deliver 1.5 million new homes, deliver the biggest increase in social and affordable housing in a generation, review the use of low quality Green Belt, strengthen planning obligations to ensure new developments provide more affordable homes, prioritise the building of new social rented homes and review the increased right-to-buy discounts and increase protections on newly-built social housing
- b. That within a week of the general election, the Labour Government has already taken action including announcing the restoration of mandatory housing targets, the reform of the National Planning Policy Framework and established a new taskforce to accelerate stalled housing sites, all to deliver much needed new homes.

6. Council Assembly resolves:

- a. To support the new Labour Government in its ambitious plans to deliver much needed new homes, whilst always ensuring these are truly affordable for our residents.
- b. To work with the Government's newly established taskforce and the Mayor of London to unlock and increase the pace of delivery of new council, social rent and intermediate homes across the borough.
- c. To ask Cabinet to bring forward and agree plans to:
  - i. Deliver the next phase of new council homes in Southwark, going beyond the 3,000 already completed or on site
  - ii. Deliver affordable key worker homes for nurses, social workers, teachers and other essential workers in our borough
  - iii. Establish community land trusts in Southwark, providing affordable homes to buy in perpetuity for people on lower incomes
  - iv. Continue to deliver more homes through the planning system, including more social rent and affordable homes
  - v. Invest over £200 million over the next two years in improving the quality of council homes in our borough
  - vi. Continue to improve the council's repairs service, building on the progress over the last few years, working with the council's resident led repairs improvement board

- vii. Upgrade the councils heat networks so they are more reliable, affordable and sustainable, including expanding SELCHP to serve more council estates
  - viii. Reduce rough sleeping in our borough
  - ix. Further enhance the council's already strong affordable housing policies with thorough new Supplementary Planning guidance on affordable housing
  - x. Work with partners in the borough including TfL, the NHS and faith organisations to identify land partnerships that can deliver more affordable homes
  - xi. Enhance support for council tenants wishing to down size and free up a large home for a family in need.
  - xii. Continue to extend the licencing of private rented homes in Southwark and take robust action against rogue landlords.
- d. To continue to work in collaboration and on a cross party basis with the largest council landlords in England to make the case to Government for the reforms which will make our council homes safe, healthy, modern and sustainable and allow Southwark Council to deliver the thousands more council homes our borough needs.

**Debate not Hate**

1. Southwark council notes that:
  - a. The intimidation and abuse of councillors, in person or otherwise, undermines democracy; preventing elected members from representing the communities they serve, deterring individuals from standing for election, and undermining public life in democratic processes.
  - b. This council notes that increasing levels of toxicity in public and political discourse is having a detrimental impact on local democracy and that prevention, support and responses to abuse and intimidation of local politicians must improve to ensure councillors feel safe and able to continue representing their residents.
2. Southwark council therefore commits to:
  - a. Challenging the normalisation of abuse against councillors and officers and uphold exemplary standards of public and political debate in all it does.
  - b. Signing up to the LGA's Debate Not Hate campaign. The campaign aims to raise public awareness of the role of councillors in local communities, encourage healthy debate and improve the response to and support those in public life facing abuse and intimidation.
3. Southwark council further commits to:
  - a. Writing to the local Members of Parliament to ask them to support the campaign.
  - b. Write to the Government to ask them to work with the LGA to develop and implement a plan to address abuse and intimidation of all politicians including councillors.
  - c. Ensuring the council has a clear reporting mechanism, which councillors can use to monitor and record incidents of harassment and abuse of councillors and officers.
  - d. Regularly review the support available to councillors in relation to abuse and intimidation and councillor safety.
  - e. Work with the local police to ensure there is a clear and joined-up mechanism for reporting threats and other concerns about the safety of councillors and their families and discuss the need to take a preventative approach that accounts for the specific

risks that councillors face, as they do with other high-risk individuals, like MPs

- f. Take a zero-tolerance approach to abuse of councillors and officers.

## Ending the Lower Road chaos

1. Council Assembly notes:
  - a. That improving active travel infrastructure in Southwark is essential for combatting the climate emergency and increasing healthy transport options, with segregated cycle lanes being a key part of promoting safe cycling in our borough, helping to reduce our emissions, encourage a healthy and active population, and improve air quality
  - b. That Rotherhithe has the most constrained road network in the borough: boxed in by the river and with lots of traffic going through to use the tunnel
  - c. There is a huge amount of development ongoing in the Rotherhithe area which is adding stress to the road network: the Canada water master plan, the reprovision of the bus station, and works on the Blackwall tunnel
  - d. When the Lower Road cycle lane opened, residents, businesses, the local Labour MP and the Rotherhithe Labour councillors raised a number of issues, including regarding safety
  - e. That a public meeting was convened where the council and Transport for London listened to these concerns, and put forward a number of mitigating measures including re-marking all parking and loading restriction road markings, amending the phasing of the traffic lights to give as much “green time” to Lower Road southbound traffic as feasible, and painting the cycle track blue to provide a visual cue to all road users to improve safety
  - f. That the council has further committed to a subsequent meeting in the autumn to assess the impact of these measures and to consider further ones as necessary.
2. Council Assembly resolves that:
  - a. The Cabinet Member for Clean Air, Streets and Waste should continue to work closely with local Labour councillors in Rotherhithe, the local Labour Member of Parliament, local residents, businesses, alongside council officers and representatives from TfL to monitor the situation and find further solutions as necessary
  - b. The Cabinet Member for Clean Air, Streets and Waste should restate the invitation for local Liberal Democrat councillors to put forward their ideas to this collaborative process.

<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	16 September 2024
<b>Report title:</b>	Appointments to Outside Bodies 2024-25 - Southwark and Lambeth Archaeological Excavation Committee (deputy) position
<b>Cabinet Member:</b>	Not applicable
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	Not applicable
<b>From:</b>	Proper Constitutional Officer

### RECOMMENDATION

1. That the cabinet agree that one appointment be made to a vacancy that has arisen for the council's deputy representative to serve on Southwark and Lambeth Archaeological Excavation Committee for the 2024-25 municipal year.

### REASONS FOR RECOMMENDATIONS

2. To agree an appointment to Southwark and Lambeth Archaeological Excavation Committee for the 2024-25 municipal year, following the recent death of the previous appointment to this deputy position on the committee, Mr. Bob Skelly.

### ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3. Not applicable.

### POST DECISION IMPLEMENTATION

4. As set out.

Key Activity	Target completion date
Inform outside bodies agreed appointment	17 September 2024

## **BACKGROUND INFORMATION**

5. Each year the council makes appointments/nominates individuals to outside bodies.
6. Cabinet appointed to outside bodies at its 17 June 2024 meeting. Mr. Bob Skelly was appointed as the deputy council's representative on this committee and following the recent news of his death it is necessary to agree an appointment to this vacancy.
7. Councillor Richard Leeming was appointed as the council's representative for this committee at the 17 June 2024 cabinet meeting.

## **KEY ISSUES FOR CONSIDERATION**

### **Appointments to outside bodies**

8. It is for the cabinet to affiliate to and appoint representatives to outside bodies where such appointments are a function of the cabinet.

### **Legal implications**

9. Appointments to some of the outside bodies may carry risk both corporately and to the individuals appointed. Standards committee at its meeting on 9 November 2011 approved 'Guidance to Members who serve on Outside Bodies' which is intended to help councillors understand their duties when appointed to outside bodies, and how to handle conflicts of interest that may arise. The guidance is available in the library on the council website.

### **Consultation**

10. The political group whips have been consulted on this appointment.

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

### **Community impact statement**

11. The council is being invited to make nominations to various outside bodies. The nominations process has no direct impact on the community.

### **Equalities (including socio-economic) impact statement**

12. There are no specific implications arising.

### **Health impact statement**

13. There are no specific implications arising.

### Climate change implications

14. There are no specific implications arising.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

### APPENDICES

No.	Title
None	

### AUDIT TRAIL

<b>Lead Officer</b>	Chidilim Agada, Head of Constitutional and Member Services		
<b>Report Author</b>	Paula Thornton, Constitutional Officer		
<b>Version</b>	Final		
<b>Dated</b>	27 August 2024		
<b>Key Decision?</b>	No		
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>			
	<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
	Assistant Chief Executive Governance and Assurance	No	No
	Strategic Director of Resources	No	No
<b>Date final report sent to Constitutional Team</b>			27 August 2024



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