Open Agenda

Overview & Scrutiny Committee

Wednesday 4 November 2026
6.30 pm
Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

Membership

Councillor Richard Macmillan (Chair)
Councillor Victoria Mills (Vice-Chair)
Councillor Evelyn Akoto
Councillor Ryan Cox
Councillor Stephanie Cryan
Councillor Callum Fowler
Councillor Sarah King
Councillor Graham Neale
Councillor Rachael Penny
Councillor Dean Peters
Councillor Bill Williams
Martin Brecknell (Co-opted member)
Mannah Kargbo (Co-opted member)
Alie Kallon (Co-opted member)
Claire Williams (Co-opted member)

Reserves

Councillor Jasmine Ali
Councillor John Batteson
Councillor Hellen Benavides
Councillor Esmé Dobson
Councillor Adam Hood
Councillor Andy Higson
Councillor Felix Hamer
Councillor Richard Leeming
Councillor Jen Thornton
Councillor Kath Whittam
Councillor Janice White

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Contact
Amit Alva on email: amit.alva@southwark.gov.uk

Southwark Council

Members of the committee are summoned to attend this meeting
Althea Loderick
Chief Executive
Date: 27 October 2026



Overview & Scrutiny Committee

Wednesday 4 November 2026
6.30 pm
Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

Order of Business

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	PART A - OPEN BUSINESS	
1.	**APOLOGIES** To receive any apologies for absence.	
2.	**NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT** In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	**DISCLOSURE OF INTERESTS AND DISPENSATIONS** Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	**MINUTES** To approve as a correct record the Minutes of the meeting held on 5 October 2026.	1 - 9
5.	**BOROUGH ACTION PLAN** To review and discuss the Borough Action Plan priorities, and to note the approach to performance and development of measures and milestones.	10 - 80

Item No.	Title	Page No.
6.	**APPOINTMENT OF VICE-CHAIR - HOUSING SCRUTINY COMMISSION** To appoint a new vice-chair for the Housing Scrutiny Commission.	81 - 82
7.	**WORK PROGRAMME 2026-27** To note the work programme for 2026-27 as at 4 November 2026.	83 - 87
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.	

Date: 27 October 2026

Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Monday 5 October 2026 at 6.30 pm at Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

PRESENT:	Councillor Richard Macmillan (Chair) Councillor Victoria Mills (Vice-Chair) Councillor Evelyn Akoto Councillor Ryan Cox Councillor Stephanie Cryan Councillor Callum Fowler Councillor Sarah King Councillor Graham Neale Councillor Rachael Penny Councillor Dean Peters Councillor Bill Williams
OTHER MEMBERS PRESENT:	Councillor Colin Boyle Councillor Kath Whittam Councillor Reginald Popoola
OFFICER SUPPORT:	Amit Alva, Scrutiny Officer Everton Roberts, Head of Scrutiny

1. APOLOGIES

Apologies for absence were received from Clare Williams, co-opted member representative for the Roman Catholic Archdiocese of Southwark, and Martin Brecknell, Church of England Diocese of Southwark representative.

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

The Chair informed the committee that Supplemental Agenda no.1 contained the report on the Lower Road Project.

The Chair also informed the committee that a late item of business relating to the scrutiny call-in of the executive decision of 15 September 2026 concerning the Housing Allocations Scheme Review had been circulated in Supplemental Agenda no.2.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

4. MINUTES

The committee approved the minutes of the meetings held on 28 May 2026 and 22 June 2026 as correct records.

The Chair varied the order of business to take agenda item 7 first.

5. LOWER ROAD PROJECT

The committee considered a report on the Lower Road Project.

The committee first heard from ward councillors representing Rotherhithe and Surrey Docks wards. Councillors Colin Boyle, Stephanie Cryan, Kath Whittam

The councillors highlighted concerns regarding:

- Long-standing congestion issues.
- Delays to implementation of wider improvements.
- Changes made to the original scheme design.
- Traffic flow and junction capacity.
- Bus journey times and accessibility.
- Consultation and engagement with ward councillors, residents and local businesses.
- Delivery of Phase Two of the project.

The committee then heard from officers Michael Benn, Director of Highways and Parking, Polyvios, Polyviou, Head of Highways and Sustainable Transport Policy and Clement, Agyei-Frempong, Principal Project Manager- Environment, Sustainability & Leisure

The committee was informed that:

- The scheme formed part of Cycleway 4 linking London Bridge and Greenwich.
- Cycling movements on Lower Road had increased significantly since implementation.
- Traffic volumes had reduced while heavy goods vehicle movements and collisions had also reduced.
- Congestion and bus journey time issues remained significant concerns.
- Officers were committed to developing Phase Two improvements alongside Transport for London.
- Additional measures were being introduced to improve co-ordination of roadworks and network management.

The committee then asked questions on the following themes:

- Consultation and engagement with ward councillors.
- Lessons learned from the scheme.
- Funding for Phase Two.
- Success criteria and project outcomes.
- Bus journey times and congestion.
- Equality impacts, particularly on older residents relying on public transport.
- Relationship with Transport for London.
- Future governance and reporting arrangements.

Officers advised that funding for Phase Two had not yet been secured and that discussions with Transport for London and other potential funding sources were ongoing. Officers also committed to improving engagement with ward councillors and providing regular project updates.

RESOLVED:

That the Executive be recommended to**:**

1. Develop a funded delivery plan for Phase Two of the Lower Road Project.
2. Carry out a review of the Equalities Impact Assessment, particularly in relation to older residents and public transport users.

3. Undertake regular formal engagement and progress updates with relevant ward councillors.

4. Introduce provision of an audit trail setting out key design and implementation changes, including reasons for those changes.

5. Monitor the impact of safety and junction improvements on traffic conditions and bus journey times.

6. WORK PROGRAMME 2026-27

The committee considered the proposed work programme for 2026-27.

The committee heard from officers regarding the work programme development process and future arrangements for scoping scrutiny reviews. The committee discussed:

- Capacity of scrutiny commissions to undertake reviews.
- Prioritisation of topics.
- Opportunities for obtaining evidence through briefings, visits and informal engagement.
- The timing of future scrutiny work.

The committee also discussed the timing of scrutiny of the Borough Action Plan and expressed that pre-decision scrutiny should take place before consideration by Council Assembly. Members requested that a draft version of the Borough Plan be brought to the 4 November 2026 meeting of the committee.

RESOLVED:

1. That the Overview and Scrutiny Committee and scrutiny commission work programme for 2026-27 as detailed below be approved.

Overview and Scrutiny Committee

Borough Action Plan

- Pre-scrutiny of the Council Delivery Plan and council priorities

Council finance and budget related issues

- Medium-Term Financial Strategy, budget gaps and financial risks
- Annual Budget Scrutiny
- Housing Revenue Account Recovery Plan
- Review of Procurement and Contract Management

- Financial pressures relating to Temporary Accommodation, SEND and Adult Social Care
- SEND Safety Valve Agreement

Engagement with residents

- Community Councils and their future development

Education and Local Economy

Education workstream

- Government SEND Reform and Support for Children with Special Educational Needs and Disabilities
- Annual Review of the Southwark Safeguarding Children Partnership
- Ofsted follow up - progress on areas identified for improvement

Local Economy workstream

Employment and Skills

- Employment Opportunities for Young People, including work experience, apprenticeships and internships for young people not in education, employment or training (NEET) and those with SEND
- Involving the Youth Parliament with regards to the borough priorities
- Review of the Southwark Works Initiative, including support for people facing barriers to employment and young people

Business engagement and support

- Thriving High Streets
- Supporting Businesses in Southwark
- East Street Market – Update
- Elephant and Castle Town Centre Development, including support for independent businesses and community benefit
- Tackling long-term vacant commercial units and exploring measures used elsewhere to bring premises back into use

Environment Scrutiny Commission

Waste, cleaner neighbourhoods and a circular Southwark

- Pre-scrutiny Veolia / Waste contract and future arrangements
- Waste Management – the effectiveness of Southwark's approach to street cleansing, waste management, fly-tipping and environmental enforcement

Balcony and plug in Solar

- Solar on council Buildings and Community Energy

Transport Safety and Infrastructure

- Transport Safety and Infrastructure, with a focus on accident investigation of cycle death and serious incidents
- Fairness and consistency in Southwark's Resident Parking Permit Charging Model

Keeping Southwark Cool - Heat Resilience, Cool spaces and Places

- Preparedness for Extreme Heat

Food Security

- Food Security and a Resilient, Sustainable Food System

Housing Scrutiny Commission

Good Landlord Plan

- One-year review of the Housing Regulator report and progress
- Good Landlord Plan - Staff Resources
- Resident Engagement and Governance

Repairs, maintenance and major works

- Repairs, Damp and Mould Review
- One-year Review of Plentific
- Major Works – Update
- Flowcrete

Housing Allocations

- Allocations Policy
- Empty Properties

Health, Adult Social Care and Community Safety

Health, Adult Social Care workstream

Mental Health

- Transition arrangements between CAMHS/Adolescent mental health Services and adult services

Integrated Care

- Neighbourhood Health Service – integrated neighbourhood teams

Sexual and reproductive health

- LSLBB Sexual and Reproductive Health and HIV Strategy 2025 – 2030
- Women's Reproductive Health Services

Community Safety workstream

- Complex Needs and Street based anti-social behaviour
- Community Safety Partnership – overview of strategy and scrutiny of annual plan
- Two wheeled enabled phone theft and robberies

2. That officers work with scrutiny chairs and vice-chairs to refine and scope the work programme.

3. That a draft version of the Borough Plan should be presented to OSC on **4 November 2026**, to allow adequate pre-decision scrutiny before consideration by Council Assembly.

7. SCRUTINY CALL-IN : HOUSING ALLOCATION SCHEME REVIEW

The committee considered the scrutiny call-in of the executive decision of 15 September 2026 concerning the Housing Allocations Scheme Review.

The committee first heard from Councillor Stephanie Cryan, who outlined the

grounds for the call-in. The concerns raised included:

- Consultation on increasing the age at which same-sex siblings are expected to share a bedroom from 16 to 21.
- The response rate to the consultation.
- Potential impacts on residents with disabilities, particularly those with learning disabilities.
- The Equalities Impact Assessment.
- Digital exclusion and the accessibility of the proposed choice-based lettings arrangements.
- Clarification regarding bidding arrangements for residents in Band D.

The committee then heard from Councillor Reginald Popoola, Executive Member for Council Homes, supported by officers from Housing Needs and Housing Solutions; Hakeem Osinaike, Strategic Director of Housing, Daniel Ferlance, Assistant Director for Housing Needs, Ricky Bellot, Housing Choice and Supply Manager and Candida Thompson, Director of Housing Needs and Support.

The committee was informed that:

- The current allocations scheme dated from 2014 and required updating due to legislative, regulatory and policy changes.
- The Regulator of Social Housing had identified the absence of an updated allocations policy as a concern.
- The consultation received over 1,000 responses and was undertaken over a 12-week period.
- Extensive engagement had been undertaken with residents, forums and organisations.
- The revised scheme retained priority provisions for residents with disabilities and learning disabilities.
- New measures had been introduced to support digitally excluded residents, including auto-bidding and expanded in-person support services.
- The new scheme would be reviewed after twelve months to assess impacts and outcomes.

The committee then asked questions on the following themes:

- Same-sex siblings and bedroom entitlement.
- Equality impacts on Black and minority ethnic communities.
- Numbers of households affected by the revised bedroom standards.
- Urgency of policy implementation.
- Digital exclusion and support arrangements.
- Consultation timescales and engagement.
- Review arrangements and monitoring of outcomes.

The committee heard that 128 households would have their banding reduced as a result of the revised bedroom standard and that the majority affected required four-

bedroom or larger homes. Officers advised that only a very limited number of such properties became available annually and that the revised arrangements should make better use of the council's housing stock.

The committee heard that the allocations scheme would be formally reviewed after twelve months and that a progress report would also be provided to the committee. Officers advised that operational monitoring would take place throughout implementation and that adjustments could be considered if adverse impacts were identified.

Officers agreed to provide members with the data and modelling information used during development of the allocations scheme, including information relating to affected households and bedroom entitlement modelling.

The committee discussed the options available following consideration of the call-in. Members expressed differing views on whether the decision should be referred back to the executive or implemented with further scrutiny and reporting arrangements.

The Committee decided to 'Not refer the matter back to the Executive but to undertake a subsequent scrutiny review.'

RESOLVED:

That the matter not be referred back to the Executive for reconsideration, but a subsequent review be undertaken. The Subsequent Review to be an Early Implementation Report to the Overview and Scrutiny Committee on the Housing Allocations Scheme Review at six months.

Meeting ended at 9:15 pm

CHAIR:

DATED:

Agenda Item 5

Meeting Name:	Overview and Scrutiny Committee
Date:	4 November 2026
Report title:	Borough Action Plan
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Rhona Cadenhead, Assistant Chief Executive – Strategy and Communities

RECOMMENDATIONS

Overview and Scrutiny Committee is asked to:

1. Review and discuss the Borough Action Plan priorities, outcomes and deliverables outlined in Appendix 1, providing recommendations to support refinement and implementation of the new vision for Southwark before adoption by the council.

2. Note the approach to performance and development of measures and milestones with the proposed methodology for the framework to be shared with the Committee on 23 November 2026.

BACKGROUND INFORMATION

3. The Borough Action Plan will set out an ambitious vision for Southwark and the council's role in shaping a borough which is more affordable, safe and green, underpinned by a commitment to equality and fairness across everything we do for our residents.

4. For the first time, Southwark's Borough Action Plan has been developed around outcomes. This helps focus the council on the changes that matter to residents, better target resources and strengthen accountability for results rather than activity alone.

5. The Borough Action Plan outlines the specific change that the Joint Administration is seeking to deliver by 2030, instead of describing the full range of council services and business-as-usual activities of the council.

6. As well as identifying where the council can make positive change for the residents and communities of Southwark through targeted interventions, the plan will also describe key cross-cutting commitments on transparency, improving resident experience through council interactions and directly involving communities in decision making on issues which affect their areas, and the way services are shaped and delivered.

7. The plan has been developed and will be delivered against a backdrop of enormous change for the public sector with national reform agendas and organisational financial imperatives impacting the borough. The plan will direct the strategic actions of the council and the way we work for and with residents and partners to improve outcomes over the next four years in direct response to the key social, economic and environmental challenges facing the borough.

KEY ISSUES FOR CONSIDERATION

8. On 20 July 2026 the Executive agreed the 'Affordable, Safe and Green' ambition as a foundational platform from which to build the Borough Action Plan. It set out a high level commitment to focus on key challenges and opportunities across the borough, outlining seven priorities of the Joint Administration that the council will focus on delivering for residents as well as the outcomes we want to achieve.

9. The outcomes have been identified by the Executive, working with senior officers, and are aligned to the priorities of the Joint Administration which focuses the plan on measurable improvements for residents rather than a standalone list of activities we will deliver. This will support effective allocation of resources as well as clear measures of success and enable the council to review approaches to ensure the plan continues to make a meaningful difference to Southwark communities during its lifetime.

10. Core to the plan are the seven priorities previously agreed by the Executive as well as an additional priority, identified during the plan's development, providing greater emphasis on ensuring Southwark is 'a great place to grow up and grow older'.

    The full list of priorities and related outcomes in the plan are as follows:

    1. A borough that we can afford
    - Residents in Southwark find it easier to afford everyday essentials
    - More young people are employed in good green jobs and training

    2. Serious action on climate
    - Southwark is more climate resilient, with quality green and blue spaces that support greater biodiversity
    - Southwark tackles the climate crisis by bringing down emissions
    - Southwark recycles more of its waste and throws away less

    3. Tacking the housing crises
    - Council tenants and leaseholders are satisfied with the service they get from the council as their landlord
    - Improved standards and experiences in the private rented sector
    - Reduction in the number of void properties and achievement of turnaround targets, so that homes in Southwark are used
    - More genuinely affordable homes, including new council homes, are built in Southwark

4. **A safer Southwark**
   - More people in Southwark feel safe
   - Southwark is a more climate resilient borough where residents are protected from climate risks
   - Reduce deaths and serious injuries on Southwark's roads

5. **Clean and green streets**
   - Air quality in Southwark significantly improves
   - More journeys in Southwark are made by walking, cycling and public transport
   - Reduction in fly tipping and litter

6. **A great place to grow up and grow older**
   - Residents have access to the services they need to lead happy and fulfilling lives
   - Children are safe, valued and supported to thrive
   - Older people and disabled adults live safe, healthy, dignified lives with the support they need

7. **Defending Southwark's interests**
   - Southwark residents think the council provides good value for money
   - Southwark residents think the council stands up for local people

8. **A council that listens and that residents can shape**
   - More residents feel the council listens to and acts on what they say
   - Residents feel able to shape their communities

Engagement

11. Executive Members and senior officers have worked collaboratively to develop the plan through an iterative process. The agreed priorities and outcomes informed a series of workshops, which identified the key actions the council will deliver to achieve those outcomes.

Workshops

12. Four thematic workshops were delivered during the summer, bringing together Executive Members and directors to identify the key deliverables under each priority and outcome.

13. Each workshop drew together commitments within the Joint Administration manifestos best aligned to the priorities and outcomes of the plan. Participants used these to help prioritise deliverables which considered both the political ambition and what is viable within the timescale and current budgets. The key questions used to guide the shape of the deliverables were whether they:

    - Best reflect the identified outcome and joint administration's priorities?
    - Can be delivered over the next four years considering cost, complexity to deliver and whether existing work can be accelerated or adapted to support delivery?

Assessing viability of the plan

14. The deliverables from the workshops were shared across directorate leadership teams in October to enable directors to review their wording and to shape them into effective SMART (specific, measurable, assignable, realistic and time-bound) actions that can be measured and monitored through their delivery, alongside scoping financial implications and ensuring they were able to be achieved within existing budgets.

15. This process brought about prioritisation and rationalisation of deliverables and provided clarification on delivery of ambitions that may not be the right fit for the final plan but more appropriately picked up through business as usual delivery for the council.

16. The deliverables provided to the committee in Appendix 1 are the latest version that will be included in the final plan. Where the final SMART deliverable is still being finalised, this has been highlighted.

Structure of the final plan

17. The final plan will be structured around a number of key components beginning with the eight priorities, with an overarching narrative threading them together.

18. To ensure the plan remains strategic and trackable, Informal Executive agreed outcomes aligned to each priority, which identify the major change the Joint Administration wants to achieve.

19. Aligned to the outcomes are deliverables, which are the key actions we will take across our services and working with partners, residents and communities to ensure change is delivered.

How the Council is already delivering

20. Alongside the development of the plan to set the direction of travel for the council and the borough, work has already started to deliver the administration's priorities:

1. A borough we can afford:

Distributing around 7,000 items of school uniform to families with children who receive free school meals in the borough, working in partnership with charities Donate to Educate and PECAN to help families keep costs down and preventing good quality clothing from being wasted.

2. Serious action on climate:

Continuing our programme of retrofitting the council's major buildings, including main office at Tooley Street, libraries and leisure centres, to reduce the council's own carbon emissions by an estimated 1,063 tonnes a year as well as committed to introducing new air-cooling systems in Autumn 2026

and early 2027.

3. Tackling the housing crisis:

Investing in a new empty homes task force to clear the backlog of empty homes, making every council home count and cutting the time it takes to get new tenants into them.

Agreeing a new Housing Allocations Scheme to make sure council homes are prioritised for people who need them most.

Using significant unspent Right to Buy receipts to deliver 65 extra new council homes on the Ledbury Estate.

Introducing our Private Sector Housing Enforcement Policy, bringing tougher protections for private renters, tackling poor housing conditions, supporting responsible landlords and protecting renters from unsafe or poorly managed homes.

4. A safer Southwark:

Approving a new Community Safety Partnership Strategy that will deliver safer, cleaner and more sociable estates and neighbourhoods, promote women's safety, support young people away from violence and exploitation, reduce the harm caused by drugs and alcohol and strengthen trust between communities and the services that exist to support them.

Delivering £600,000 funding for Night-Time Uniform Patrol Service to tackle crime and antisocial behaviour in town centres, estates, parks and open spaces between 6pm and 2am.

5. Creating clean and green streets:

Delivering a Community Skip Day in October to improve bulky waste disposals for our residents.

Celebrating World Car Free Day on Great Suffolk Street so residents get to benefit from cycling and walking in greater safety alongside participating in community activities.

Installing our 1000th cycle hanger representing a key milestone in our commitment to supporting active travel options across the borough.

Bringing car clubs back to Southwark to support residents who need a car occasionally, while reducing car ownership, congestion and air pollution.

6. Making sure Southwark is a great place to grow up and grow older:

Launching the Love Southwark Summer 2026 programme of free and low cost activities happening across the borough, providing opportunities from festivals and community events to sport, libraries, parks and youth programmes.

Bringing together local schools, residents and professional artists to create a vibrant public artwork around the Aylesbury Estate celebrating the people and stories of the local community.

7. Defending Southwark's interests:

Actively campaigning for a truly fairer funding settlement for the borough to ensure our residents receive the services they need.

Delivering a council housing campaign including meeting the Secretary of State for Housing, Communities and Local Government calling for sustainable reform of the council finances system (Housing Revenue Account).

Supporting the legal challenge to the Mayor of London over the decision to reduce the city-wide affordable housing quota from 35% to 20%. Following this legal action, the uniform reduction was replaced with individual borough quotas.

Working with Central London Forward to lead the campaign for 50% of the tourism levy to be returned to the council to invest in services for residents.

Continuing to campaign for the rights of our residents to be upheld and for our borough to remain inclusive including raising our concerns around the Equality and Human Rights Commission code of practice.

8. A council that listens and that residents can shape:

Launching a Budget campaign to ensure residents have the opportunity to shape where and how the council spends its budget.

Developing resident led Community Councils to ensure decisions are made by communities about the issues that matter most for their area.

Hosting a summit on the Aylesbury Estate, bringing together people from across our community to build a shared way forward on the renewal of the estate.

Establishing the VCS Fund to provide time-limited support to the borough's medium-sized voluntary and community sector during a period of significant financial pressure, helping organisations adapt to a changing funding environment.

Delivering pop-up one stop shops to make council services more accessible and joined-up and providing a space where residents can get advice and support on a range of issues from officers face-to-face.

Next steps

Performance framework development

21. The Borough Action Plan will be launched in November 2026. The associated milestones and performance measures will follow through a framework that is currently being developed to ensure the council is able to demonstrate the impact of the plan in an efficient and transparent way. A key commitment in the plan is for the publishing of a Borough Action Plan Dashboard to help residents, partners and wider stakeholders understand how the council is achieving against its priorities.

22. The framework will provide a clear list of key milestones aligned to each deliverable as well as the measures that will enable the council to demonstrate the impact it is having against the outcomes. Explanations outlined below for reference:

Milestones (the key progress points):	**Measures (how we will measure this outcome):**
The major stages or interim achievements that indicate delivery is on track, e.g. scheme approvals, construction completion, or the number of projects delivered by a specified date.	e.g. Percentage of journeys made by walking and cycling, measured through travel surveys and transport monitoring data.

23. These are currently being identified in collaboration with council officers, who will own the milestones and be able to provide assurance to Members and wider stakeholders that they are being delivered over the lifetime of the plan.

24. At the Overview and Scrutiny Committee meeting on 23 November 2026, the committee will receive a proposed approach to implementing, monitoring and reporting the Borough Action Plan through a performance framework, and will have the opportunity to help shape that final approach before it is agreed by the Executive.

Timeline

25. The key next stages for the delivery of the Borough Action Plan are as follows:

2026	
17 November	Executive to consider the final plan and propose the plan to Council Assembly.
18 November	Council Assembly
23 November	Overview and Scrutiny Committee to receive the final action plan and review the proposed approach to performance management and how the committee can support implementation and future monitoring.

2027	
10 February	Overview and Scrutiny Committee to review the draft Borough Action Plan Performance Framework.
11 February	Executive to agree the final Borough Action Plan Performance Framework.
February	Performance Framework implementation beginning with establishment of 2026/27 Q4 baseline.
April	Q1 2027/28 Performance Framework goes live.

Policy framework implications

26. The Borough Action Plan will replace the 2030 Strategy and Council Delivery Plan as the key strategic priorities of the new Joint Administration. The new plan will be considered by Council Assembly on 18 November 2026.

27. It is key to note that the action plan does not seek to reflect the full range of council services or business as usual activity and is not a partnership document. It is a plan for the major change the Joint Administration want to achieve through a focus on eight key priorities. It will require collaboration across directorates and partners in order to deliver effectively as well as consideration of the wider operating context for local government.

28. An audit of the council's existing strategies and plans will be undertaken to ensure the council is effectively focused on delivering the new plan.

29. The Borough Action Plan has been developed in the context of the Medium-Term Financial Strategy and 2026/27 budget setting process and we will continue to monitor implementation of the plan through that lens, ensuring that ambitions set out in the plan are realistic and required resources are prioritised effectively to support delivery.

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

Community impact statement

30. Running through the eight priorities of the Borough Action Plan is an overarching commitment to improve quality of life across Southwark through creating a more affordable, safer and greener borough. Through the identified deliverables it seeks to reduce inequalities through supporting residents facing the greatest disadvantage and strengthen opportunities for people of all ages.

31. Its successful implementation will require close working with residents, communities and partners including the voluntary and community sector. The plan also provides commitments to give communities greater influence over local decisions and the services they use to improve outcomes.

Equalities (including socio-economic) impact statement

32. An Equalities Impact and Needs Assessment (EINA) of the Borough Action Plan is included in Appendix 2. The plan supports the council's commitment to fairness, inclusion and reducing inequalities. No adverse impacts on people

with protected characteristics or equality of opportunity are anticipated at this stage.

33. We anticipate that the Borough Action Plan will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality across the borough.

34. All major programmes and projects arising from the plan will undergo an EINA, with delivery and equalities outcomes monitored throughout implementation.

Health impact statement

35. The Borough Action Plan provides a key focus on health and wellbeing with deliverables identified with the intention of improving health inequalities, maternity outcomes and expanding access to creative health activities.

36. Deliverables focused on strengthening local care provision, supporting carers, enabling older and disabled residents to live healthy, independent lives, as well as protecting vulnerable residents during heatwaves will all have a positive impact on the health of our residents.

37. Delivery of these actions will require continued close working with health partners and the voluntary and community sector with a focus on residents experiencing the greatest health inequalities in order to shift the dial in the borough.

Climate change implications

38. Climate justice is a core cross-cutting principle of the Borough Action Plan with key commitments made to reduce council emissions, expand renewable energy, improve the energy efficiency of homes and support sustainable travel solutions across the borough.

39. These commitments mark a step change in the way the council tackles the climate crisis and will directly strengthen the borough's resilience to flooding, drought and extreme heat through greener spaces, climate-resilient development and better-prepared services.

40. Further targeted measures, including cool spaces and heatwave support for schools and care homes aim to keep residents safe and priorities those most vulnerable to climate impacts in Southwark.

Resource implications

41. The development of the deliverables within the Borough Action Plan will require strategic directors to shape actions that are achievable within the financial constraints set out in the Medium-Term Financial Strategy (MTFS). The MTFS and annual budget setting process, starting with 2027-28, will inform the prioritisation, phasing and delivery of the plan. Annual milestones and performance monitoring arrangements will need to be developed alongside departmental budgets to ensure that commitments are deliverable

within the resources available.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Resources

42. The council continues to face significant financial pressures and the delivery of the Borough Action Plan must balance the ambition to improve outcomes for residents with the requirement to maintain an annual balanced budget.

43. Strategic directors will need to align the scope, phasing and annual milestones of their deliverables with the Medium-Term Financial Strategy (MTFS) and approved departmental budgets. Existing resources should be prioritised to support delivery wherever possible. Any proposals requiring additional growth or creating new financial commitments must be assessed and approved through the relevant budget-setting and decision making arrangements, alongside competing priorities and the council's overall financial position.

Director of Law and Governance

44. There is no legal requirement to adopt a Borough Action Plan. The Borough Action Plan will form part of the Policy Framework of the council, as set out in Part 3A of the constitution. Consequently, it is a decision of Assembly whether to adopt any Borough Action Plan.

45. All decisions taken by the executive, committees, members and officers are required to comply with the council's Policy Framework.

46. The commitments set out in the Borough Action Plan may require separate detailed reports, including the options considered, rationale, and key implications, before they can be implemented. Some proposals may require consultation; where that is the case, the outcome of such consultation will need to be considered before a final decision can be taken.

APPENDICES

No.	Title
Appendix 1	Draft Borough Action Plan Priorities, Outcomes and Deliverables
Appendix 2	Borough Action Plan Equalities Impact and Needs Assessment (EINA)

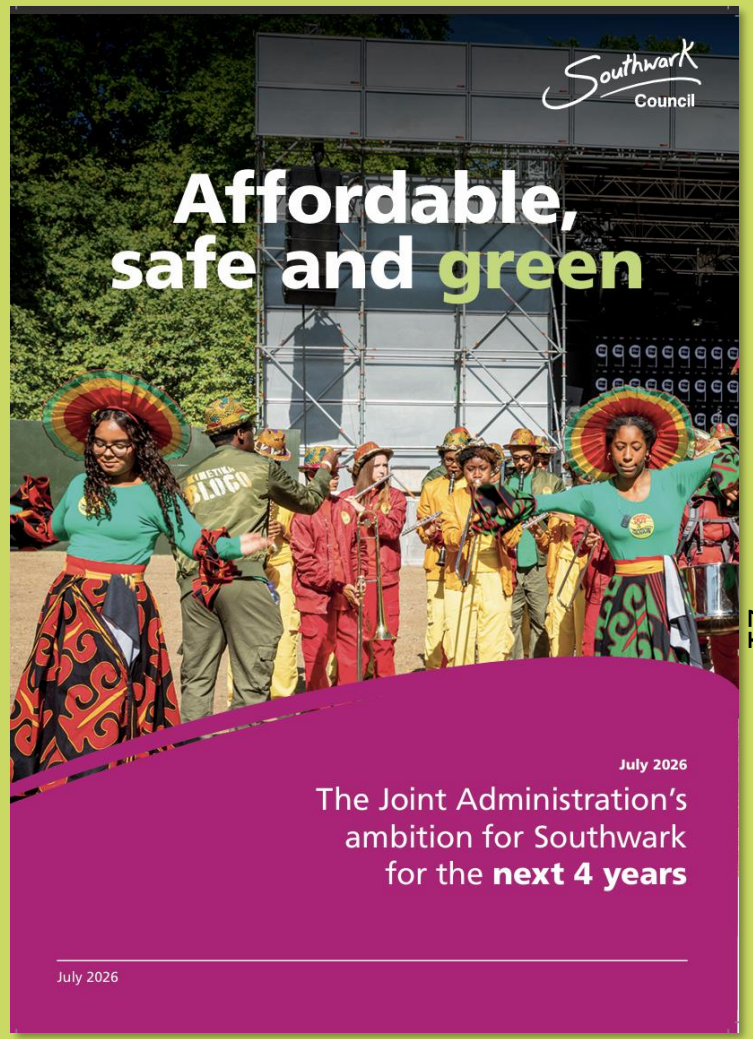
AUDIT TRAIL

Lead Officer	Rhona Cadenhead, Assistant Chief Executive – Strategy and Communities	
Report Author	Dee Humphreys, Head of Strategy and Partnerships	
Version	Final	
Dated	26 October 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET EMBER		
Officer Title	**Comments Sought**	**Comments Included**
Strategic Director of Resources	Yes	Yes
Director of Law and Governance	Yes	Yes
Executive Member	Yes	Yes
Date final report sent to Scrutiny Team		27 October 2026

Developing the

Borough Action Plan

Overview and Scrutiny Committee
Appendix 1 – Priorities, outcomes and deliverables



Southwark Council

Introduction

The following slides outline the draft deliverables aligned to the priorities and outcomes in the Borough Action Plan. These have been developed over the last few weeks in collaboration with directors and Executive members to ensure they are as strategic, measurable, achievable, realistic and timebound (SMART) as possible.

Where some deliverables are still being finalised this has been highlighted as a holding position whilst the necessary work takes place to ensure they are SMART.

The priorities, outcomes and deliverables will be included within the final plan which will include a full narrative bringing it together. Final wording, ordering and refinement may take place before the Overview and Scrutiny Committee receives the final plan on 23 November 2026.

Overarching view of the key components of the Borough Action Plan

Priorities							
1. A borough we can afford	**2. Serious action on climate**	**3. Tackling the housing crisis**	**4. A safer Southwark**	**5. Clean and green streets**	**6. A great place to grow up and grow older**	**7. Defending Southwark's interests**	**8. A council that listens and residents can shape**
Outcomes							
Residents in Southwark find it easier to afford everyday essentials More young people are employed in good green jobs and training	Southwark is more climate resilient, with quality green and blue spaces that support greater biodiversity Southwark tackles the climate crisis by bringing down emissions Southwark recycles more of its waste and throws away less	Council tenants and leaseholders are satisfied with the service they get from the council as their landlord Improved standards and experiences in the private rented sector Reduction in the number of void properties and achievement of turnaround targets, so that homes in Southwark are used More genuinely affordable homes, including new council homes, are built in Southwark	More people in Southwark feel safe Southwark is a more climate resilient borough where residents are protected from climate risks Reduce deaths and serious injuries on Southwark's roads	Air quality in Southwark significantly improves More journeys in Southwark are made by walking, cycling and public transport Reduction in fly tipping and litter	Residents have access to the services they need to lead happy and fulfilling lives. Children are safe, valued and supported to thrive. Older people and disabled adults live safe, healthy, dignified lives with the support they need.	Southwark residents think the council provides good value for money Southwark residents think the council stands up for local people	More residents feel the council listens to and acts on what they say Residents feel able to shape their communities
Deliverables							
Measures							
How we will measure each outcome. e.g. Percentage of journeys made by walking and cycling, measured through travel surveys and transport monitoring data							
Milestones							
The major stages or interim achievements that indicate delivery is on track. e.g. scheme approvals, construction completion, or the number of projects delivered by a specified date.							

Deliverables
tested for viability

Southwark Council

PRIORITY 1:
A borough we can afford

Southwark Council

Priority		A borough we can afford
Outcome		**Residents in Southwark find it easier to afford everyday essentials**
Deliverables		**Accountability**
To ensure residents in Southwark find it easier to afford everyday essentials we will:		
1	Expand locally owned renewable energy to help reduce energy costs and improve energy security for our residents and community groups.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
2	Provide targeted support to improve the energy efficiency of homes, helping residents lower their energy bills and reducing fuel poverty.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
3	Support access to free and pre-loved school uniform exchanges, helping families reduce costs and waste, particularly those on low incomes.	**Lead Officer:** David Quirke-Thornton, Alasdair Smith **Cllr Corn**
4	Provide residents with targeted opportunities to access and enjoy the arts, culture, and heritage on their doorstep.	**Lead Officer:** Aled Richards, Tom Ainge **Cllr Threadgold**
5	Redesign the Council Tax Reduction Scheme to ensure residents on low incomes receive the support they need.	**Lead Officer:** Clive Palfreyman, Dominic Cain **Cllr Foster**
6	Establish a borough-wide response to child poverty, including offering parents a free baby box to ensure children in the borough have the best start in life.	**Lead Officer:** David Quirke-Thornton, Sangeeta Leahy **Cllr Corn**
7	Deliver a Crisis and Resilience Programme which supports families at risk of deprivation/homelessness through tailored debt advice and coordinated advice referrals for low-income residents.	**Lead Officer:** Clive Palfreyman, Dominic Cain **Cllr Foster**

Priority		A borough we can afford
Outcome		**More young people are employed in good green sustainable jobs and training**
Deliverables		**Accountability**
To ensure more young people are employed in good green jobs and training we will:		
8	Work with businesses and partners to create routes into good, sustainable jobs for young people, including paid placements and apprenticeships, and targeted support for those not in education, employment or training (NEET).	**Lead Officer:** Clive Palfreyman, Danny Edwards **Cllr Bentley** **Cllr Corn**
9	Deliver a flagship cross-council work experience and placement programme, opening up good career pathways across the council and setting a standard for how local employers support young people into jobs.	**Lead Officer:** Ben Plant, Kirsty Dutton **Cllr Bentley**
10	Work with local skills providers and regional partners to connect students to opportunities in key growth sectors across central London through the creation of a baccalaureate.	**Lead Officer:** David Quirke-Thornton, Alasdair Smith **Cllr Bentley**
11	Secure our place as a Living Wage borough, encouraging employers across Southwark to pay the London Living Wage and provide good quality jobs, working towards a borough of fair pay, ethical employment practice and decent working conditions.	**Lead Officer:** Clive Palfreyman, Danny Edwards **Cllr Bentley**

PRIORITY 2:
Serious action on climate

Southwark Council

Priority		Serious action on climate
Outcome		**Southwark is more climate resilient, with quality green and blue spaces that support greater biodiversity**
Deliverables		**Accountability**
To ensure Southwark is more climate resilient with more biodiverse good quality green and blue space we will:		
12	Create a connected network of green and blue corridors linking parks, streets and open spaces, making it easier to access nature and helping wildlife move across the borough.	**Lead Officer:** Aled Richards, Toni Ainge, Michael Benn **Cllr Waldon-Day**
13	Protect residents in the borough through improving our resilience to both drought and flooding.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Waldon-Day**
14	Improve parks and green spaces through a rolling programme, including designating more Sites of Importance for Nature Conservation (SINCs) and improving the quality, accessibility and biodiversity of existing spaces for residents and wildlife.	**Lead Officer:** Aled Richards, Toni Ainge **Cllr Threadgold**
15	Support biodiversity enhancement and food growing opportunities across the borough, including green volunteering with local nature recovery activities and expanding and enhancing community gardens through the Right to Grow commitment.	**Lead Officer:** Aled Richards, Toni Ainge **Cllr Threadgold**
16	Help residents take practical climate action through clear advice, community events and opportunities to get involved.	**Lead Officer:** Aled Richards, Rhona Cadenhead, Tom Sharland, Eddie Townsend **Cllr Waldon-Day**

	Serious action on climate	
Outcome	**Southwark tackles the climate crisis by bringing down emissions**	
Deliverables		**Accountability**
To ensure Southwark tackles the climate crisis by bringing down emissions we will:		
17	Establish a borough-wide Climate Delivery Partnership with major employers, public institutions, housing providers and universities, using a shared emissions baseline and annual reporting to track progress.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
18	Reduce the council's operational emissions by 75% against our 2021/22 baseline.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
19	Set clear carbon-reduction and sustainability requirements across major council contracts, requiring suppliers to measure emissions, identify ways to reduce emissions and report progress over the life of the contract.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Foster**
20	Accelerate the decarbonisation of social housing through a coalition approach with partners.	**Lead Officer:** Hakeem Osinaike, Ryan Collymore **Cllr Popoola**
21	Increase local renewable energy generation, to help generate energy at lower cost, and plan for future energy demand across the borough.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
22	Raise £2.5m of new funding through the Southwark Green Investment programme to fund climate projects in our communities.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**

Priority		Serious action on climate
Outcome		**Southwark recycles more of its waste and throws away less**
Deliverables		**Accountability**
To ensure Southwark recycles more of its waste and throws away less we will:		
23	Expand food waste collection across the borough, prioritising estates where access to the service and participation are lowest.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
24	Develop and deliver an ambitious new approach to waste management to meet the needs of a growing borough and drive recycling rates towards 50%.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
25	Expand and promote the availability of repair, reuse and recycling schemes to support our circular economy, including more recycling banks for clothing and electricals.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
26	Strengthen the borough's network of community recycling champions by engaging local volunteers to boost recycling rates, run litter picks and promote sustainability.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**

PRIORITY 3:
Tackling the housing crisis

Southwark Council

Priority		Tackling the housing crisis
Outcome		**Council tenants and leaseholders are satisfied with the service they get from the council as their landlord**
Deliverables		**Accountability**
To ensure council tenants and leaseholders are satisfied with the service they get from the council as their landlord we will:		
27	Implement a housing service improvement programme that makes it easier for tenants to access support, improves the quality and speed of repairs and estate services.	**Lead Officer:** Hakeem Osinaike, Ryan Collymore, Abi Oguntokun **Cllr Popoola**
28	Strengthen resident influence over housing services by establishing the Housing Board and Resident Panel as central governance forums, ensuring residents have a strong voice in decision-making, service improvement, performance oversight and accountability.	**Lead Officer:** Hakeem Osinaike, Abi Oguntokun **Cllr Popoola**
29	Ensure we are no longer a failing borough according to the Regulator of Social Housing (RSH), improving housing safety, quality, tenant influence and oversight.	**Lead Officer:** Hakeem Osinaike, Ryan Collymore **Cllr Popoola**
30	Increase residents' confidence in the safety and security of their estates through targeted investment in crime prevention measures, environmental improvements and partnership working to tackle anti-social behaviour.	**Lead Officer:** Hakeem Osinaike, Ryan Collymore **Cllr Popoola**

Priority	Tackling the housing crisis
Outcome	**Improved standards and tenant experiences in the private rented sector**

Deliverables		Accountability
To ensure unproved standards and tenant experience in the private rented sector we will:		
31	Support private tenants through the robust implementation of our new Private Sector Housing Enforcement Policy, including through targeted communication and outreach to private renters.	**Lead Officer:** Aled Ricards, Anthony Lewis **Cllr Watson**

Priority		Tackling the housing crisis
Outcome		**Reduction in the number of void properties and achievement of turnaround targets, so that homes in Southwark are used**
Deliverables		**Accountability**
To ensure a reduction in the number of void properties and achievement of turnaround targets, so that homes in Southwark are used, we will:		
32	Establish an empty homes task force, radically improving turnaround times and ensuring every council home is brought back into use as quickly as possible.	**Lead Officer:** Hakeem Osinaike, Ryan Collymore **Cllr Popoola**
34	Introduce an empty property reporting system to help identify opportunities to bring homes back into use for our residents.	**Lead Officer:** Hakeem Osinaike, Ryan Collymore **Cllr Popoola**

Priority	Tackling the housing crisis	
Outcome	**More genuinely affordable homes, including new council homes, are built in Southwark**	
Deliverables		**Accountability**
To ensure more genuinely affordable homes, including new council homes, are built in Southwark we will:		
35	Use the Local Plan, council land and developer contributions to make social rent the priority tenure in new developments and ensure an underpinning principle of 'homes not hotels' informs planning decisions.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**
36	Publish plain-English summaries of viability assessments for major developments, including key assumptions and independent reviews, so residents can see how affordable housing decisions are made.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**
37	Deliver our housebuilding pipeline and a long-term programme that maximises every viable site to provide a minimum of 500 genuinely affordable homes for Southwark residents.	**Lead Officer:** Hakeem Osinaike, Stuart Davis **Cllr Austin**
38	Lead a high-profile national campaign with councils and partners across the country to lobby government for fairer funding and more powers to improve current council homes and build more new homes.	**Lead Officer:** Rhona Cadenhead, Hakeem Osinaike, Eddie Townsend **Cllr Austin**

PRIORITY 4:
A safer Southwark

Southwark Council

Priority		A safer Southwark
Outcome		**More people in Southwark feel safe**
Deliverables		**Accountability**
To ensure more people in Southwark feel safe we will:		
39	Holding position for a deliverable on Community Wardens.	**Lead Officer:** Aled Richards, Anthony Lewis **Cllr Watson**
40	Prevent anti-social behaviour by identifying risks and vulnerabilities early, and working with community safety partners to coordinate support and enforcement that reduces repeat incidents.	**Lead Officer:** Aled Richards, Anthony Lewis **Cllr Chamberlain**
41	Increase trust in policing and community safety by working with residents and partners to shape visible, responsive services, deliver local priorities and hold local policing and the Mayor's Office for Policing and Crime (MOPAC) to account.	**Lead Officer:** Aled Richards, Anthony Lewis **Cllr Watson**
42	Embed community safety, particularly tackling violence against women and girls, into the planning of new developments, making the borough's public spaces safer.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**

Priority		A Safer Southwark
Outcome		**Southwark is a more climate resilient borough where residents are protected from climate risks**
Deliverables		**Accountability**
To ensure Southwark is a more climate resilient borough where residents are protected from climate risks we will:		
43	Improve council services' ability to protect vulnerable residents during extreme weather, including through a heatwave project in care homes.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Corn**
44	Improve the resilience of schools so they are better prepared for the worsening effects of extreme weather, including a pilot to support schools during heatwaves.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
45	Expand the number of cool spaces to protect residents during heatwaves.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
46	Strengthen planning requirements to reduce overheating and flood risk in new developments, ensuring new homes and buildings are climate resilient from the outset.	**Lead Officer:** Hakeem Osinaike, Stuart Davis, Stephen Platts **Cllr Chamberlain**
47	Put climate justice at the heart of our adaptation work, reviewing how we target support to ensure our most vulnerable residents are protected first.	**Lead Officer:** David Quirke-Thornton, Sangeeta Leahy, Tom Sharland **Cllr Waldon-Day**

Priority		A Safer Southwark	
Outcome		**Reduce deaths and serious injuries on Southwark's roads**	
Deliverables		**Comments**	**Accountability**
To ensure we reduce deaths and serious injuries on Southwark's roads we will:			
48	Deliver speed reduction schemes at 10 highest priority sites across the borough.		**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
49	Prioritise the places with the greatest safety risks on our roads and deliver improvements to streets, traffic and public spaces to include safer crossings, junctions and travel routes.		**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
50	Identify Southwark's most dangerous roads and improve their design, aiming to reduce deaths and serious injuries on them.		**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
51	Deliver a borough-wide road safety campaign to tackle behaviours that cause collisions.		**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
52	Require council fleet and contractors to meet recognised safe vehicle standards.		**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
53	Establish a consistent process to promptly review all fatal collisions and repeated serious injury collisions, and publish an annual report on road safety progress.		**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**

PRIORITY 5:
Clean and green streets

Southwark Council

Priority		Clean and green streets
Outcome		**Air quality in Southwark significantly improves**
Deliverables		**Accountability**
To ensure air quality in Southwark significantly improves we will:		
54	Run a borough-wide clean air campaign, helping residents cut vehicle use, reducing pollution from wood burning stoves and protecting those most affected by poor air quality.	**Lead Officer:** Aled Richards, Rhona Cadenhead, Eddie Townsend, Anthony Lewis **Cllr Waldon-Day**
55	Build strong partnerships at local, regional and national level to drive forward stronger air quality measures and campaign for reform of the Clean Air Act.	**Lead Officer:** Aled Richards, Anthony Lewis **Cllr Waldon-Day**
56	Embed clean air outcomes at the heart of the new Local Plan, ensuring new developments actively contribute to improving air quality and the impact of construction is reduced.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**
57	Support the growth of car clubs across the borough and peer-to-peer car sharing initiatives that provide residents with flexible alternatives to owning a vehicle.	**Lead Officer:** Aled Richards, Michael Benn Cllr McAsh
58	Ensure electric vehicle owners pay lower fees for their parking permits to support the transition to electric vehicles.	**Lead Officer:** Aled Richards, Michael Benn Cllr McAsh

Priority		Clean and green streets
Outcome		**More journeys in Southwark are made by walking, cycling and public transport**
Deliverables		**Accountability**
To ensure more journeys in Southwark are made by walking, cycling and public transport we will:		
59	Increase the provision and safety of e-bike rentals, including through adding more on-street parking bays and agreeing stricter terms with e-bike rental companies to tackle pavement and unsafe parking.	**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
60	Deliver new or improved cycle routes, filling gaps in the borough's cycle network so a greater share of residents live near a main cycle route.	**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
61	Install 300 more cycle hangars, adding additional bike parking spaces and cutting waiting times for a space.	**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
62	Work with TfL and neighbouring boroughs to cut average bus journey times and waiting times on the Better Bus Southwark corridor.	**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
63	Deliver our Streets for People Strategy to at least 7 zones, expanding liveable neighbourhoods and reducing rat run opportunities in the borough.	**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**
64	Make Southwark's streets and transport network more inclusive, enabling disabled residents and visitors to travel independently and confidently.	**Lead Officer:** Aled Richards, Michael Benn **Cllr McAsh**

Priority		Clean and green streets
Outcome		**Reduction in fly tipping and litter**
Deliverables		**Accountability**
To ensure there is a reduction in fly tipping we will:		
65	Deliver a comprehensive, borough-wide programme to prevent fly tipping and litter, making it easier for residents to do the right thing through community skips, litter picks, improved bulky-waste services and the Fix My Street app.	**Lead Officer:** Aled Richards, Tom Sharland **Cllr Waldon-Day**
66	Take firm enforcement action against people who illegally dump waste or litter.	**Lead Officer:** Aled Richards, Anthony Lewis **Cllr Watson**
67	Develop robust planning requirements so new developments improve and maintain our streets, communities and neighbourhoods.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**
68	Extend targeted place management to tackle fly-tipping, graffiti, litter and poor waste options in priority locations.	**Lead Officer:** Aled Richards, **Cllr Waldon-Day**

PRIORITY 6:
A great place to grow up and grow older

Southwark Council

Priority	A great place to grow up and grow older
Outcome	**Residents have access to the services they need to lead happy and fulfilling lives**

	Deliverables	Accountability
	To ensure residents have access to the services they need to lead healthy and fulfilling lives we will:	
69	Commit to being an active Borough of Sanctuary by strengthening accessible, culturally responsive support for refugees, asylum seekers and migrant communities.	**Lead Officer:** Aled Richards, Anthony Lewis **Cllr Corn**
70	Demonstrate our continued commitment to becoming an anti-racist organisation by supporting the ongoing delivery of Southwark Stands Together and reporting regularly on the council's progress in reducing racial inequality.	**Lead Officer:** Ben Plant, Maxine Ayton **Cllr Bentley**
71	Develop a new equality framework to provide a clear, organisation-wide approach to delivering equitable and accessible services that responds to the needs of our diverse communities.	**Lead Officer:** Ben Plant, Maxine Ayton **Cllr Bentley**
72	Develop a co-produced LGBTQ+ action plan that promotes a shared vision for a thriving LGBTQ+ community in Southwark and delivers stronger partnerships with LGBTQ+ organisations, businesses and communities across the borough.	**Lead Officer:** Ben Plant, Maxine Ayton **Cllr Chamberlain**
73	Work with the Health and Wellbeing Board & Southwark Culture Health and Wellbeing Partnership to tackle health inequalities, including through the expansion of accessible creative health opportunities across neighbourhoods, with a focus on residents experiencing the greatest inequalities, including Global Majority communities.	**Lead Officer:** David Quirke-Thornton, Sangeeta Leahy, Toni Ainge **Cllr Chamberlain** **Cllr Threadgold**

Priority	A great place to grow up and grow older	
Outcome	**Residents have access to the services they need to lead happy and fulfilling lives**	
Deliverables		**Accountability**
To ensure residents have access to the services they need to lead healthy and fulfilling lives we will:		
74	Support neighbourhood cultural events and festivals celebrating local identity, heritage and diversity.	**Lead Officer:** Aled Richards, Toni Ainge **Cllr Threadgold**
75	Support local markets, independent shops and cultural venues to keep high streets vibrant.	**Lead Officer:** Aled Richards, Toni Ainge, Michael Benn, Danny Edwards **Cllr Bentley**
76	Expand community-led creative placemaking through the arts, including murals, graffiti walls and public-art commissions shaped by residents and local artists.	**Lead Officer:** Aled Richards, Toni Ainge **Cllr Threadgold**
77	Introduce a simpler street party and play street scheme with easier applications and more opportunities for neighbourhood activity.	**Lead Officer:** Aled Richards, Toni Ainge, Michael Benn **Cllr Threadgold**

Priority	A great place to grow up and grow older	
Outcome	**Children are safe, valued and supported to thrive**	
Deliverables		**Accountability**
To ensure children are safe, valued and supported to thrive we will:		
78	Open a new children's home in the borough so more children can stay locally and be connected to their communities, schools and support networks.	**Lead Officer:** David Quirke-Thornton, Alasdair Smith **Cllr Corn**
79	Build on our commitment to educational excellence in the borough, including by delivering a new Special Educational Needs and Disabilities (SEND) school and increasing specialist provision to create more high-quality local places for children and young people with special educational needs and disabilities.	**Lead Officer:** David Quirke-Thornton, Alasdair Smith **Cllr Corn**
80	Create a Family Friendly Borough programme that improves inclusion and accessibility across the borough, including practical support for foster families and removing barriers to play and participation through neighbourhood pilots and accessible play maps.	**Lead Officer:** Aled Richards **Cllr Corn** **Cllr Threadgold**
81	Work with our NHS partners to support delivery of the recommendations of the Southwark Maternity Commission to improve maternity outcomes, reduce inequalities and ensure that every family receives safe, compassionate and culturally responsive care.	**Lead Officer:** David Quirke-Thornton, Sangeeta Leahy **Cllr Chamberlain**
82	Protect access to high-quality, sustainable youth provision across the borough, with a focus on preventative services that respond to young people's needs.	**Lead Officer:** Aled Richards **Cllr Watson**

Priority		A great place to grow up and grow older
Outcome		**Older people and disabled adults live safe, healthy, dignified lives with the support they need**
Deliverables		**Accountability**
To ensure older people and disabled adults live safe, healthy, dignified lives with the support they need we will:		
83	Deliver the Age Friendly Borough programme to ensure an inclusive and accessible borough for older residents and enable them to live independent, active and healthy lives.	**Lead Officer:** David Quirke-Thornton, Pauline O'Hare **Cllr Corn**
84	Deliver a new care home in the borough that enables more older people and adults with care needs to receive high-quality, personalised support close to their communities.	**Lead Officer:** David Quirke-Thornton, Pauline O'Hare **Cllr Corn**
85	Holding position for deliverable focused on prevention strategy.	**Lead Officer:** TBC **Cllr Corn**
86	Establish the new co-produced all-age Carers Service to ensure carers across the borough are able to access the support they need.	**Lead Officer:** David Quirke-Thornton, Pauline O'Hare **Cllr Corn**

PRIORITY 7:
Defending Southwark's interests

Southwark Council

Priority		Defending Southwark's interests
Outcome		**Southwark residents think the council provides good value for money**
Deliverables		**Accountability**
To ensure Southwark residents think the council provides good value for money we will:		
87	Holding position for deliverable focused on transparency and ethical divestment.	**Lead Officer:** Clive Palfreyman, Tim Jones, Eddie Townsend **Cllr Foster**
88	Campaign for at least a 50% share of the tourism levy to be returned to the council to invest in services for residents.	**Lead Officer:** Rhona Cadenhead, Eddie Townsend **Cllr Foster**
89	Act as a responsible custodian of the borough's conservation areas by protecting their historic character, enhancing their environmental quality, and ensuring that change is managed sensitively for current and future generations.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**

Priority		Defending Southwark's interests
Outcome		**Southwark residents think the council stands up for local people**
Deliverables		**Accountability**
To ensure Southwark residents think the council stands up for local people we will:		
90	Give residents a meaningful say in how we make savings, invest in the borough and prioritise the services they rely on, starting with the budget process.	**Lead Officer:** Rhona Cadenhead, Eddie Townsend **Cllr Foster**
91	Lead a high-profile campaign for fairer funding from Government, working to secure the resources and powers the borough and our residents need.	**Lead Officer:** Rhona Cadenhead, Eddie Townsend **Cllr Foster**
92	Work closely with residents to develop a robust, resident-focused Local Plan, ensuring their priorities shape decisions on development across the borough.	**Lead Officer:** Clive Palfreyman, Stephen Platts **Cllr Chamberlain**
93	Ensure every council decision is underpinned by a commitment to tackle all forms of discrimination, prejudice and hate including racism, antisemitism, Islamophobia, sexism, ableism, homophobia, biphobia and transphobia.	**Lead Officer:** Ben Plant, Maxine Ayton **Cllr Bentley**

PRIORITY 8:
A council that listens and everyone can shape

Southwark Council

Priority		A council that listens and everyone can shape
Outcome		**More residents feel the council listens to and acts on what they say**
Deliverables		**Accountability**
To ensure more residents feel the council listens to and acts on what they say we will:		
94	Establish modern council one-stop shops in local communities, giving residents a visible, trusted place to get personal help with council services.	**Lead Officer:** Clive Palfreyman, Dominic Cain **Cllr Watson**
95	Deliver more inclusive, accessible services across all channels, supported by clear standards, effective complaints handling and regular resident feedback.	**Lead Officer:** Clive Palfreyman, Mark Lumley **Cllr Watson**
96	Publish clear information on council performance, spending and decisions, showing what is working and where improvements are needed.	**Lead Officer:** Rhona Cadenhead, Kevin Kewin **Cllr Waldon-Day**

Priority		A council that listens and everyone can shape
Outcome		**Residents feel able to shape their communities**
Deliverables		**Accountability**
To ensure residents feel able to shape their communities we will:		
97	Put real power in residents' hands by co-designing resident-led Community Councils and building sustained partnerships with community organisations, giving residents a genuine say in the decisions affecting their areas and strengthening joined-up working.	**Lead Officer:** Rhona Cadenhead, Eddie Townsend **Cllr Chamberlain**
98	Build an effective working partnership with the voluntary, community and social enterprise sector to strengthen its resilience and capacity, enabling communities to shape the services and decisions that affect them.	**Lead Officer:** Rhona Cadenhead, Kevin Kewin **Cllr Watson**
99	Review and update our community asset transfer policies which ensure both community and council benefits are realised for the places residents value most.	**Lead Officer:** Clive Palfreyman, Nick Faint **Cllr Foster**

Equality Impact and Needs Analysis

Borough Action Plan

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Borough Action Plan

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Department		Strategy and Communities	**Division**	Strategy and Partnerships	
Period analysis undertaken		October 2026			
Date of review (if applicable)		N/A			
Sign-off	Dee Humphreys	**Position**	Head of Strategy and Partnerships	**Date**	26 October 2026

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

1.1 Brief description of policy/decision/business plan

Following the May 2026 local elections, Southwark Council's Green and Liberal Democrat groups formed a Joint Administration, united by a shared commitment to a more ***affordable, safer and greener Southwark.*** In July 2026, the Joint Administration's vision, strategic direction and priorities for the borough over the next 4 years were laid out in Affordable, Safe and Green:

Affordable: Making Southwark a place where everyone can afford to live, work and thrive by tackling the cost of living, increasing access to good jobs and affordable homes, and reducing inequality.

Safe: Creating communities where people feel safe at home and in public, by supporting vulnerable residents, investing in young people, preventing crime and anti-social behaviour, and maintaining welcoming public spaces.

Green: Tackling the climate and nature emergencies while improving everyday life through warmer homes, lower energy bills, cleaner air, greener neighbourhoods and climate justice.

Climate justice, equity and fairness are core principles of Southwark Council's Affordable, Safe and Green. Recognising and responding to inequalities will be a core feature of this administration's way of working.

Climate justice in particular is a cross-cutting consideration across the Borough Action Plan. Climate risks - including overheating, flooding, poor air quality, energy insecurity and limited access to green space – are not evenly distributed and are likely to intensify existing inequalities experienced by low-income households, disabled people, older people, children and young people, racialised communities, migrants, renters and people with long-term health conditions. The Borough Action Plan will seek to reduce emissions and adapt the borough while ensuring that the benefits of climate action, and the costs of transition, are shared equitably.

The council is determined to look at decision making across all service areas through an equitable lens, ensuring that our actions are always based on a commitment to climate and social justice and inclusion. This supports our Equalities Framework and builds on the progress we have made through our work on Southwark Stands Together.

The Borough Action Plan will set out the tangible actions the council will take to deliver the Joint Administration's vision. We anticipate that the Borough Action Plan will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality.

The implementation of the Borough Action Plan will be articulated through the development of milestones and measures as part of a performance framework. All major programmes and projects arising as a result of this plan will go through the EINA process, will consider their role in reducing inequalities and equalities outcomes and will be monitored across the lifetime of this plan.

Considering the above, at this stage the recommendations are not considered to have a disproportionate effect on any protected characteristic and not considered to have a detrimental impact on equality of opportunity under the Equality Act 2010.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	• Southwark residents • Southwark partners, VCS organisations and community groups • Southwark employers and businesses • People that are employed or study in Southwark • People that visit Southwark
Key stakeholders were/are involved in this policy/decision/ business plan	A series of workshops were delivered across summer 2026 to develop a clear set of strategic outcomes and deliverables, providing a shared framework for delivering the council's Affordable, Safe and Green priorities. The workshops involved Executive Members and senior officers across council directorates and service areas. Each outcome and related deliverables developed through the workshops and wider engagement with Executive Members and directors will be supported by performance measures, with a robust monitoring framework to track progress, delivery against key milestones, and the impact of our work.

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio- economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

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

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

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

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

The PSED is now also further reinforced in the two additional Fairer Future for All values, that we will always work to make Southwark more equal and just and stand against all forms of discrimination and racism.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32-year-olds) or range of ages (e.g. 18 - 30-year-olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)**
Positive: Affordable homes, baby boxes, youth employment, apprenticeships, youth-centre provision, a new children's home, an improved Special Educational Needs and Disabilities provision, an Age Friendly Borough programme, a new care home, and safer streets should benefit children, young people, working-age adults and older residents. The plan directly advances the duty to meet different needs, advance equality of opportunity and foster good relations through Community Councils, resident panels and inclusive engagement. **Potential negative:** Budget decisions, housing allocation, enforcement and changes to local services could affect age groups differently; young people, care-experienced children and older residents may be less able to participate in consultation unless targeted methods are used.	**Positive:** Child poverty support, free baby boxes, school-uniform exchanges, crisis and resilience services, youth placements, Living Wage work and affordable housing should reduce financial pressure on families and young people. **Potential negative:** Young people face higher risks of insecure work and housing exclusion; older and disabled residents on fixed incomes may be disproportionately affected by energy, rent and care costs. The plan should ensure support reaches young people who are Not in Education, employment or Training, care-experienced, migrant, disabled or from low-income households. Climate justice is particularly relevant to children, young people and older residents. Heatwaves, flooding, poor air quality and disrupted services can have greater health and safety impacts on babies, children, pregnant women and older people. The Borough Action Plan's heatwave project for care homes, school resilience pilot, cool spaces, flood protection, green-space improvements and Age Friendly Borough programme should be targeted using age, deprivation, housing type and health-risk data.

Equality information on which above analysis is based	**Socio-Economic data on which analysis is based**
Southwark's population is 314,786 and has a median age of 33 years. The borough has a large young-adult population alongside a growing older population; the plan therefore should support both youth economic inclusion and age-friendly independence, safety and care. The number of residents aged 50-64 rose by 38.8% between 2011 and 2021, while children aged 0-4 fell by 21.1%.	31% of children live in poverty after housing costs; there are more than 23,000 households on the housing waiting list and over 4,200 households in temporary accommodation. 11.8% of borough residents' jobs are paid below the London Living Wage. These indicators show why affordability, housing, youth employment and prevention are central equality issues.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on different age groups, to ensure that particular groups are not disadvantaged.	

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

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

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)**
Positive: The plan commits to accessible streets and transport, step-free access, inclusive green spaces, a new Special Education Needs and Disabilities school, a new care home, an all-age Carers Service, disability access review, and accessible one-stop-shop services. These measures support independent living, access to services, safety and participation. **Potential negative:** Enforcement, street changes, waste schemes, digital-first services and consultation processes could create barriers if physical access, communication needs, reasonable adjustments and accessible formats are not built in. The council must consider different impairments – not treat disabled residents as a single group.	**Positive:** Warmer homes, lower energy bills, accessible transport, better repairs, crisis support and inclusive employment routes can reduce disabled residents' higher exposure to poverty, isolation and poor-quality housing. **Potential negative:** Disabled residents may face additional costs for accessible travel, equipment, care and energy; climate adaptations and housing improvements must avoid passing disproportionate costs to tenants or excluding renters. Climate justice requires that disabled residents are protected first from extreme heat, flooding, inaccessible transport and disrupted services. Retrofit, cool spaces, green-space improvements and emergency planning must incorporate accessible design, accessible communications, personal emergency plans, and reasonable adjustments. The Borough Action Plan's commitment to inclusive streets and transport should be treated as a climate-resilience measure as well as an accessibility measure.
Equality information on which above analysis is based	**Socio-economic data on which analysis is based**
17.6% of Southwark residents are disabled under the Census definition: 9.4% are disabled and limited a little, and 8.2% are	Disabled residents are more likely to experience poverty, housing insecurity, digital exclusion and barriers to employment. The plan's affordability measures, housing enforcement, digital inclusion work and accessible services should

disabled and limited a lot. Disabled residents report lower feelings of safety after dark, making accessible public realm, community safety and transport especially important.	be targeted using equality monitoring and co-production with disabled residents and carers.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on those living with a disability, to ensure that particular groups are not disadvantaged.	

Gender reassignment: **-** The process of transitioning from one gender to another. **Gender Identity:** Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)**

Positive: The Borough Action Plan commits to an review of the council's approach to Equality, Diversity and Inclusion as well as an LGBTQ+ action plan, a campaign to change elements of the Equality and Human Rights Commission's Code of Practice for public services to uphold the rights of trans and non-binary residents, anti-discrimination work, inclusive community safety, accessible services and meaningful resident influence. These can improve trust, safety and access for trans and non-binary residents. **Potential negative:** Public-space enforcement, housing services, health-related partnerships and community consultation could unintentionally exclude trans and non-binary residents if staff are not trained, data collection is insensitive, or safety concerns are not addressed.	**Positive:** Affordable housing, crisis support, employment programmes and inclusive services may reduce risks of homelessness, financial insecurity and social exclusion experienced by some trans and non-binary residents. **Potential negative:** Trans and non-binary residents may face discrimination in employment and public services; the council should ensure inclusive referral routes, confidential support and safe reporting mechanisms. In addition, they may also face heightened risks of housing insecurity, social isolation and exclusion from emergency support. Climate resilience services, cool spaces, community venues and consultation should be explicitly inclusive, safe and confidential, with engagement designed alongside LGBTQ+ organisations.
Equality information on which above analysis is based	**Socio-economic data on which analysis is based**
In Southwark, about 1 in 80 (1.2%; 3,200) residents reported a gender identity different from their birth sex registration, significantly higher than London (0.9%) and England (0.5%) levels. Southwark ranked 5th highest in England and 4th highest in London for levels of trans/non-binary identity. These are probably substantial under-estimates as 7.3% of Southwark residents did not answer the voluntary question. Around half (51%; 1,600) of all Southwark trans/non-binary people did not write in a specific gender	There is no comprehensive borough-level socio-economic dataset specifically for trans and non-binary residents. The EINA should therefore rely on national evidence, local LGBTQ+ service data, community engagement and the proposed LGBTQ+ action plan to comprehensively understand and identify housing, safety, health and employment needs.

identity; other South East London boroughs, London and England had a similar pattern. According with the Census 2021 results, Southwark had 500 trans man, 450 trans woman and 400 non-binary identified residents.	
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on different gender identities, to ensure that particular groups are not disadvantaged.	

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**	
Potential impacts (positive and negative) of proposed policy/decision/business plan	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage**
Neutral to positive: The Borough Action Plan does not treat people differently according to marital or civil-partnership status. Its housing, council-tax, crisis-support and family-support measures should be applied fairly to married couples, civil partners, cohabiting couples and single-person households. The council must ensure eligibility rules, benefits advice and housing assessments do not disadvantage civil partners compared with married couples.	**Positive:** Affordable housing, targeted Council Tax Reduction and crisis and resilience services can support households regardless of legal relationship status, provided assessment processes recognise civil partnerships equally. **Potential negative:** Household-based eligibility rules could disadvantage people in complex or

	non-traditional living arrangements if not designed carefully. In addition, climate-related support should be available equitably to married couples, civil partners, cohabiting households and single-person households. Household-based retrofit, energy, flood and crisis-support schemes should avoid eligibility rules that disadvantage civil partners or non-traditional household structures.
Equality information on which above analysis is based	**Socio-economic data on which analysis is based**
The largest partnership category among Southwark residents was never married nor civil-partnered (60% of 16+ yr adults). Levels were well above London and England and had risen one-fifth (19%) since 2011. In Southwark and London, rates of mixed-sex marriage and civil partnership were two-fifths lower than in England (26%, 26% and 44%, respectively). Around 2,600 Southwark 16+ yr adults were in same-sex marriages or civil partnerships, representing 1% of the population; this was higher than London and England levels (0.6% and 0.4%, respectively).	Household income, housing tenure, child poverty and housing waiting list data are more relevant than marital status alone. The plan should monitor whether support reaches single-parent households, larger families, renters and households in temporary accommodation.
Mitigating or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on different marital statuses to ensure that particular groups are not disadvantaged.	

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth and includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage**
Positive: The plan includes free baby boxes for parents, a Family Friendly Borough programme, maternity-inequality action with the NHS, accessible play and neighbourhood pilots, and safer public spaces. These directly support pregnant women, new mothers and families. **Potential negative:** Housing instability, temporary accommodation, poor-quality private rented housing and unsafe streets can worsen maternal stress and health inequalities; maternity support must be culturally responsive and accessible to migrant families.	**Positive:** Baby boxes, school-uniform exchanges, child-poverty action, affordable housing and financial-resilience support can reduce upfront and ongoing costs for families. **Potential negative:** Families in temporary accommodation or private rented housing may need additional help to access maternity, health, play and early-years services. In addition, pregnant women and families with babies are especially vulnerable to heat, air pollution, flooding and poor-quality housing. The Borough Action Plan's baby-box offer, maternity-inequality work, cool spaces, cleaner air, warmer homes and accessible green space should be monitored for uptake among families in temporary accommodation, private renting and low-income households.
Equality information on which above analysis is based	**Socio-economic data on which analysis is based**

Southwark's 2024 Maternity Commission report identified that over half (55%) of all births in Southwark are to mothers born outside the UK. The most common non-UK countries of birth for mothers are Nigeria, Sierra Leone, Ghana, Poland, and Somalia. This diversity adds another layer of complexity to maternity care, as different cultural, linguistic, and social needs must be addressed. Local data reveals that stillbirth disproportionately affects women born in African countries. Numbers of local infants fell by almost one-third (31%) in the 10 years between 2011 and 2021.	There is no data on how many pregnant women are seeking asylum and housed in initial accommodation centres (IACs) such as hotels in Southwark. However, national evidence suggests that pregnant people living in initial accommodation face a range of challenges, including poor nutrition, increased risk of mental health conditions, poor housing conditions, and being moved between IACs during pregnancy, often resulting in a need to change maternity services and midwives.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on those that are pregnant and new mothers.	
Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)**
Positive: The plan commits to tackling racism and all forms of hate, supporting refugees, asylum seekers and migrant communities, delivering culturally responsive maternity care, improving access for Global Majority communities, and strengthening community influence. Affordable housing, good jobs, safer streets and cleaner air should	**Positive:** Living Wage work, youth employment, apprenticeships, social housing, Council Tax Reduction, financial resilience and language-accessible services can reduce racialised socio-economic disadvantage. **Potential negative:** Black, Asian, Mixed and migrant households may be over-represented in lower-paid work, overcrowded housing, private

particularly benefit communities experiencing structural inequality. **Potential negative:** Enforcement activity, housing allocation, regeneration, street changes and budget reductions could have unequal effects on racialised communities if not equality-tested. The council must avoid reproducing distrust through insensitive enforcement or consultation.	renting and temporary accommodation; support must be proactively targeted. In addition, climate justice is central to racial equality because deprivation, poor air quality, overcrowding, insecure housing and limited green-space access can overlap. The Borough Action Plan should target air-quality, heat, flood, retrofit and green-space interventions using ward-level deprivation, ethnicity, housing tenure and health data, while ensuring engagement is accessible to Global Majority, migrant, refugee and asylum-seeking communities.
Equality information on which above analysis is based	**Socio-economic data on which analysis is based**
Southwark's population is 51.4% White, 25.1% Black, Black British, Caribbean or African, 9.5% Asian or Asian British and 7.2% Mixed. More than 80 languages are spoken. 77% households where all adults speak English as main language. Spanish the most common language after English. 57% born in England. Growing South American population - % of residents born in South America has grown from 2.6% to 4.0% over 10 years.	31% of children live in poverty after housing costs, and 11.8% of residents' jobs are paid below the London Living Wage. Housing affordability, private-rented conditions, temporary accommodation and employment quality are therefore key racial-equality issues for the plan to monitor.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on different racial groups, to ensure that particular groups are not disadvantaged.	

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage**
Neutral to positive: The plan's commitments to challenge discrimination, including Islamophobia and antisemitism, support faith communities through community partnerships and create inclusive public spaces. Community Councils, voluntary-sector partnerships and cultural activity should enable faith groups to influence local decisions. **Potential negative:** Public-space enforcement, licensing, waste rules, street events and planning decisions could affect places of worship, religious observance, dietary needs or faith-based community activity if engagement is not inclusive.	**Positive:** Affordable housing, crisis support, food and financial-resilience services, community spaces and anti-hate work can support faith communities and people experiencing religiously motivated discrimination. **Potential negative:** Lower-income faith communities may be disproportionately affected by housing costs, energy costs and loss of affordable community space. In addition, faith groups and places of worship can be important community resilience partners during heatwaves, flooding and emergencies. Climate communications, community gardens, food-growing, recycling and adaptation projects should be designed with faith and voluntary-sector organisations, while protecting access to community and worship space.
Equality information on which analysis is based	**Socio-economic data on which above analysis is based**
More than 40 distinct religions were identified among Southwark residents in 2021. 43% of residents identified as Christian, 36% as having no religion and 10% as Muslim. Southwark has substantially lower levels of Muslim and Hindu residents than London.	The Borough Action Plan should use ward-level deprivation, housing, employment and community-safety data alongside engagement with faith and voluntary-sector organisations to identify where religious communities face concentrated disadvantage or hate-crime risks.
Mitigating and/or improvement actions to be taken	

We will continue to monitor the performance of Southwark's programme and priorities, including their impact on those with different religious views and beliefs, to ensure that particular groups are not disadvantaged.

Sex – Male or female.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)**
Positive: The Plan explicitly recognises that women, older people and disabled residents report lower feelings of safety after dark. It commits to tackling violence against women and girls, safer public-realm design, Community Wardens, affordable housing, maternity support, employment support and accessible services. **Potential negative:** Enforcement and public-space measures must be designed so that there are not disproportionate stop-and-search-style encounters, reduced access to public space or inadequate consultation. Housing and safety services should recognise women's distinct experiences of domestic abuse, homelessness and caring responsibilities.	**Positive:** Living Wage employment, childcare-friendly support, affordable housing, Council Tax Reduction and crisis services can improve women's financial resilience, particularly for lone parents and low-paid workers. **Potential negative:** Women are more likely to carry unpaid caring responsibilities and may face barriers to apprenticeships, work placements and consultation if these are not flexible, accessible and accompanied by support. Those with caring responsibilities, may also be disproportionately affected by disrupted services, unsafe public space, energy costs and limited access to green space. The Borough Action Plan should ensure that climate adaptation, public-space design, transport and emergency planning consider women's safety, caring responsibilities and access needs.

Equality information on which above analysis is based	**Socio-economic data on which analysis is based**
Southwark's population includes 149,000 males (48%) and 158,600 females (52%). Resident Insight Surveys have shown that women have lower feelings of safety after dark than men, and the plan identifies women as a priority group for community safety.	11.8% of borough residents' jobs are paid below the London Living Wage, and 31% of children live in poverty after housing costs. Women, particularly lone parents and part-time workers, are likely to be disproportionately affected by low pay, childcare costs and housing costs.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities to ensure that particular groups are not disadvantaged.	

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	**Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)**

Positive: The plan commits to an LGBTQ+ action plan, challenging homophobia and biphobia, safer public spaces, inclusive community safety, health-inequality work and community empowerment. This should improve trust, participation and access to services for lesbian, gay, bisexual and queer residents. **Potential negative:** Community safety and public-space enforcement must be delivered in a way that does not increase profiling or reduce LGBTQ+ residents' confidence in reporting crime, harassment or hate incidents.	**Positive:** Affordable housing, crisis support, employment programmes and inclusive health and wellbeing services can reduce risks of homelessness, financial insecurity and social isolation among LGBTQ+ residents. **Potential negative:** Younger LGBTQ+ residents may face family rejection, housing insecurity, social isolation, mental-health inequalities and barriers to accessing support; the plan should ensure youth, housing and mental-health services are explicitly inclusive. In addition, Climate-resilience services, cool spaces, community venues and engagement should be LGBTQ+ inclusive and delivered with LGBTQ+ organisations through the proposed LGBTQ+ action plan.
Equality information on which above analysis is based	**Socio-economic data**
In Southwark, more than 1 in 12 (8.1%; 20,700) residents reported an LGB+ sexual identity, around double the levels for London (4.3%) and England (3.2%). Southwark ranked 4th highest in England and 3rd highest in London. Seven of the top 10 local authorities were in London. Just under 1 in 10 Southwark residents did not answer the question. Southwark's LGB+ population predominantly identified as lesbian/gay (56%) or bisexual/pansexual (40%). Around 1	There is limited borough-level socio-economic data disaggregated by sexual orientation. The EINA should use the LGBTQ+ action plan, community-safety data, housing and homelessness data, health inequalities data and LGBTQ+

in 20 Southwark residents (4.5%; 11,600) identified as lesbian or gay; about 1 in 30 (3.2%; 8,300) identified as bisexual or pansexual; and 0.2% identified as queer (450), 0.1% as asexual (200) and 0.1% with another LGB+ identity (150). Southwark had over double the lesbian/gay prevalence and over one-half higher bisexual/ pansexual prevalence, compared with London and England levels.	community engagement to establish a local baseline.
Mitigating and/or improvement actions to be taken	
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on those with different sexual orientations, to ensure that particular groups are not disadvantaged.	

Human Rights There are 16 rights in the Human Rights Act. Each one is called an article. They are all taken from the European Convention on Human Rights. The Articles are the right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol.
Potential impacts (positive and negative) of proposed policy/decision/business plan
It is not anticipated that changes as a result of the Borough Action Plan will impact individuals' human rights. The analysis undertaken in this document and proposed mitigations will ensure that there is no discrimination.
Information on which above analysis is based
As above.

Mitigating and/or improvement actions to be taken
We will continue to monitor the performance of Southwark's programme and priorities, including their impact on those with protected characteristics, to ensure no impact on individuals' human rights and that no particular groups experience discrimination.

Conclusions

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

We are determined to look at decision making across all service areas through an equitable lens, ensuring that our actions are always based on a commitment to social justice and inclusion. This supports our Equalities Framework and builds on the progress we have made through our work on Southwark Stands Together. We anticipate that the BAP will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality.

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	**Description of issue**	**Action**	**Timeframe**
1	New policies developed to support the Borough Action Plan will need to be designed and implemented in a way that delivers improved outcomes for those with protected characteristics.	All major programmes and projects arising as a result of this strategy will go through the EINA process.	Ongoing
2	Progress against these equalities aims must be measured.	Monitor the impact of our programmes on those living with protected	Ongoing

		characteristics and track outcomes for these groups to measure our success.	
3	Use our in-house data and intelligence resources and capacity to continuously monitor and comprehensively understand the equalities position in Southwark. We suggest that a continuous investigation of current inequalities in Southwark can provide a baseline for future comparative data going forward. Local and national sources of information to be included.	To undertake continuous analysis and monitoring of the equalities position in Southwark ensuring it provides a comprehensive evidence base for decision-making on the issues that affect our residents.	Ongoing

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Agenda Item 6

Meeting Name:	Overview and Scrutiny Committee
Date:	4 November 2026
Report title:	Appointment of Vice-Chair - Housing Scrutiny Commission
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Head of Scrutiny

RECOMMENDATIONS

1. Overview and scrutiny committee is recommended to appoint a vice-chair for the housing scrutiny commission.

BACKGROUND INFORMATION

2. The position of vice-chair on the Housing Scrutiny Commission has become vacant due to a change in membership.

KEY ISSUES FOR CONSIDERATION

3. The appointment of chairs and vice-chairs of scrutiny commissions are reserved to the overview and scrutiny committee. Considering the change of membership to the housing scrutiny commission the committee is being asked to appoint a new vice-chair.

4. The political groups will be invited to submit nominations for the position of vice-chair on the housing scrutiny commission.

Legal implications

5. There are no specific legal implications arising from this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
	None

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny
Report Author	Everton Roberts, Head of Scrutiny
Version	Final
Dated	27 October 2026
Key Decision?	No

CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	**Comments Sought**	**Comments Included**
Director of Law and Governance	No	No
Strategic Director Resources	No	No
Executive Member	No	No
Date final report sent to Scrutiny Team		27 October 2026

Agenda Item 7

Meeting Name:	Overview and Scrutiny Committee
Date:	4 November 2026
Report title:	Overview and Scrutiny Committee Work Programme Covering Report 2026/27
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Head of Scrutiny

RECOMMENDATIONS

1. That the Overview and Scrutiny Committee note the work programme as at 4 November 2026 attached as Appendix 1.

2. That the Overview and Scrutiny Committee notes that the work programme will remain standing items on the agendas of the committee and may be amended in response to emerging priorities, available capacity or urgent matters.

BACKGROUND INFORMATION

Overview and Scrutiny function – role and remits

3. The council's overview and scrutiny function has a broad remit. It can:

- review council policies, services, performance and executive decisions;
- contribute to the development of the budget and policy framework
- examine any matter affecting the borough or its residents
- scrutinise relevant public bodies and engage external organisations
- undertake health scrutiny and participate in joint scrutiny arrangements
- call in eligible executive decisions before implementation
- gather evidence from councillors, officers, residents, partners and other witnesses
- report and make recommendations to Executive or Council Assembly.

4. The full scope of the overview and scrutiny function is set out in the council constitution – Overview and Scrutiny Procedure Rules

5. Specific to the Overview and Scrutiny Committee is the responsibility to scrutinise matters in respect of:

- the council's policy and budget framework
- regeneration
- human resources and the council's role as an employer and corporate practice generally
- customer access issues, including digital strategy, information technology and communications
- the council's equalities and diversity programmes.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Section 9 - Overview and Scrutiny Procedure Rules	Southwark Council Website	Everton Roberts 020 7525 7221
Link: Council Constitution		

APPENDICES

No.	Title
Appendix 1	Overview and Scrutiny Committee Work Programme 2026/27

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny		
Report Author	Amit Alva, Scrutiny Officer		
Version	Final		
Dated	27 October 2026		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER			
Officer Title		**Comments Sought**	**Comments Included**
Director of Law and Governance		No	No
Strategic Director, Resources		No	No
Executive Member		No	No
Date final report sent to Scrutiny Team			27 October 2026

Overview and Scrutiny Committee Work Programme – 2026-27

Meeting	Agenda items	Comment
22 June 2026	• Committee / Commission Membership	Lead officer – Vishal Seegoolam (Everton Roberts)
	• Care Quality Commission (CQC) inspection reports - South London and Maudsley NHS Foundation Trust (SLAM)	Lead officer - Professor Derek Tracy, Chief Medical Officer (SLAM)
	• Scrutiny arrangements for 2026-27 - Appointment of Chair and Vice-Chair, Housing Scrutiny Commission	Lead officer – Vishal Seegoolam (Everton Roberts)
	• Overview and Scrutiny Committee and Commission Work Programmes 2026-27	Lead officer – Vishal Seegoolam (Everton Roberts)
5 October 2026	• Lower Road Project	Lead officer – Aled Richards (Polyvios Polyviou)
	• Scrutiny Call-in report: Housing Allocation Scheme Review	Lead officer – Everton Roberts
	• Work Programme 2026-27	Lead officer – Vishal Seegoolam (Everton Roberts)
4 November 2026	• Borough Action Plan	Lead member – Cllr James Mc Ash (Cllr Eloise Waldon-Day)

Meeting	Agenda items	Comment
23 November 2026	• Finance update on: ▪ The headline MTFS position; ▪ government funding; ▪ the Government Budget; and ▪ key financial pressures facing the council	Lead member – Cllr Sam Foster Lead officer – Clive Palfreyman (Tim Jones)
6 January 2027	Proposed cancellation of this meeting	TBC
18 January 2027	• Daytime annual budget scrutiny	TBC
19 January 2027	• Formulation of recommendations to executive on proposed budget	TBC

Agenda items to be scheduled

Meetings	Agenda items	Comment
10 February 2027 **12 April 2027**	• Housing Revenue Account Recovery Plan • Review of Procurement and Contract Management • Financial pressures relating to Temporary Accommodation, SEND and Adult Social Care • SEND Safety Valve Agreement	To be determined (as and when appropriate).

	• Engagement with residents ▪ Community Councils and their future development	

OVERVIEW AND SCRUTINY COMMITTEE

MUNICIPAL YEAR 26/27

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