

Item No. 9.	Classification: Open	Date: 18 July 2022	Meeting Name: Cabinet
Report title:		Developing Southwark's new Borough Plan	
Ward(s) or groups affected:		All	
Cabinet Member:		Leader of the Council	

FOREWORD – LEADER OF THE COUNCIL

Southwark is a fantastic, incredibly diverse borough where we have much to celebrate and one in which I am proud to be Leader of the Council. We also face difficult challenges ahead as a community. As a Council we are on the side of our residents. Together as a community we are strongest when we come together. This was demonstrated over the last two years and more through the pandemic and through Southwark Stands Together in our work to tackle racism and address inequalities. We will come together again as we face the challenge of a cost of living crisis and the uncertainty and worry that brings for so many in our borough.

This is why I am excited to ask Cabinet to agree to the development of a new Borough Plan to 2030 with the community. It will be a clear statement of the borough's priorities and our commitments to each other for a fairer, greener, safer and more equal Southwark and bring together diverse voices from across the borough.

At the local elections residents told us what is important to them now and in the years to come. The Council is already delivering on those priorities to build back a fairer, greener, safer and more equal borough. This includes plans to create good jobs, to build new homes that local people can afford, to help keep bills down as costs rise, to have safe streets and estates and to respond with action to tackle the climate emergency.

Whenever and wherever I visit in Southwark, I see the potential to overcome the challenges we face and create real opportunities for everyone across our borough. We have a thriving voluntary and community sector, great Universities, world-class health institutions and high performing schools. We have fantastic, diverse businesses rooted in our neighbourhoods and committed and quality staff working across the Council. Most of all, we have brilliant residents who are making a real difference in their community every day.

Bringing together a borough plan is therefore about how we together unlock the potential that we have across our borough and respond to the priorities that residents have told us are important to them. I look forward to working together with all in our community in the coming months and years to shape and realise our ambition to 2030 for a fairer, greener, safer and more equal Southwark.

RECOMMENDATIONS

That Cabinet:

1. Agrees to the development of Southwark's new Borough Plan to 2030 working with residents, the local voluntary sector, businesses and the wider public sector.
2. Notes that a council delivery plan, setting out the council's programme of work over the period 2022/23 to 2025/26, will be developed for presentation to, and agreement by, Cabinet in September 2022.

PURPOSE & SUMMARY

3. The purpose of this report is to seek cabinet agreement for the development of a Southwark Borough Plan to 2030. The report explains at the highest strategic level what the Borough Plan is, the process for its development and key next steps.
4. Southwark's Borough Plan will be a co-produced statement of the borough's priorities and our commitments to each other for a fairer, greener, safer and more equal Southwark. It will bring together diverse voices from across the borough.
5. We start from a point of strength with a detailed understanding of the borough's need, what residents tell us is important and what we are doing to deliver on those priorities, reaffirmed most recently through engagement with residents in the local elections.
6. Over the last two years we have also undertaken extensive consultation and engagement on future priorities, whether that is through our work on championing climate change, responding to concerns over mental health support or hearing from our residents on their hopes and anxieties as we move forward from the pandemic.
7. Within the Council and across our community, we are actively responding to those priorities in how we strategically plan and deliver services.
8. The fundamental building blocks are therefore in place to inform how we work together to deliver the Borough Plan and include our long-term strategy for building new council homes to respond to resident need and directly address the shortage for homes in our borough. It includes our climate change strategy and action plan to deliver a carbon neutral borough by 2030 and our emerging economic strategy to shape a fairer and more resilient local economy for all in our community. It also includes our health and wellbeing strategy to deliver a healthier borough and address entrenched health inequalities meaning where you live is no barrier to improved wellbeing.

9. The council delivery plan to 2026 will support the new Borough Plan and will set out the programme of work that the council will achieve over the next four years to 2026. The council delivery plan will be based on the political commitments of the administration following the outcome of the local election in May 2022, as well as essential 'business as usual' activity.
10. The council delivery plan, to be agreed in September 2022, will form a key input and set out the Council's contribution to the Borough Plan. Agreement across partners on the Borough Plan will take place in spring 2023.

BACKGROUND INFORMATION

11. Southwark faces big challenges and opportunities over the coming years, from the housing and 'cost of living' crises, to entrenched inequality and the climate emergency. These crises are real and hurting those in our community whom are often in greatest need and having to make difficult choices in how they go about their daily lives.
12. The new Borough Plan, and our supporting plans and actions, must be impactful in responding to the housing and 'cost of living' crisis and lead to meaningful, sustainable change. This means building and delivering a plan where all in our borough have the opportunity to decent, quality homes and a good job in a borough that is greener, healthier and a welcome and fair place to call home.
13. Southwark Council will therefore work with our communities to develop a vision for the borough through development of a new Borough Plan. It will be medium to long term in focus, setting out the kind of place that we collectively want the borough to be like, look like and feel like by 2030.
14. The Borough Plan will build on and bring together the key strategic plans we are already delivering to create a fair, green, safe and equal borough. Through the process, we will set out our detailed understanding of the borough's need and showcase where we are having greatest impact in addressing inequalities, ensuring fairness and creating the conditions for our community to thrive.
15. In developing a Borough Plan we will build on the work and learning from our collective response to the pandemic where we together with our community worked across traditional boundaries to support and keep residents and business as safe and secure as possible. This included supporting over 73,000 vulnerable residents through the Community Hub bringing together the resources, skill and determination of our voluntary sector partners with staff in the Council alongside local business.
16. Over that same time, we supported local businesses with over £253m of support in grants and retail relief. We also built up our understanding of our local business base with a business e-newsletter reaching over 11,000 local businesses, many of which are small and medium traders. This

means we can quickly communicate with our business community in ways not previously possible before the pandemic, which will be important as we further build our partnership with local business.

17. Other examples of how we came together and maintained partnership delivery against the toughest of circumstances during the pandemic include developing the young person's mental health drop-in centre, The Nest. The Nest provided over 400 individual levels of support in addition to one-off visits since the service opened in height of the first lockdown in May 2020. The experience from the work on the Nest gives us much to build and learn from in developing and delivering an ambitious long term plan for our borough.

KEY ISSUES FOR CONSIDERATION

18. We start with a clear ambition to make our borough fairer, greener, safer and more equal. The Council is committed to:
 - Reducing inequality, standing together against racism and discrimination and celebrating Southwark's diversity;
 - Growing the economy so prosperity in the borough is shared, with good jobs and fair pay for residents, and tackling the cost of living crisis;
 - Protecting Southwark's environment, delivering more green space and nature, clean air and healthy streets;
 - Tackling the climate emergency and reducing emissions;
 - Tackling the housing crisis, building more council homes and other genuinely affordable homes, and standing up for renters and leaseholders, and making homes greener;
 - Making Southwark safer for everyone, tackling anti-social behavior, youth violence and harassment of women;
 - Supporting our communities, investing in community-led action and delivering quality services for residents
 - Supporting families, giving young people a great start in life, tackling health inequalities and ensuring quality care for those who need it.
19. The Council is also committed delivering on our promises to our residents, that:
 - Wherever you live in Southwark, we will ensure your local area is a great place to live, with all the essentials of life close to your home.
 - We will put residents at the heart of everything we do as a council, empowering communities to shape the places they live and make decisions about issues which affect their lives.
 - We will ensure the whole council is focused on closing the gap in life chances within our borough, so that everyone can achieve their potential and play their full part in Southwark's future.

Developing the Borough Plan

20. We will work together as a borough to bring together a Borough Plan for agreement across our place in spring 2023. This will set out our vision and ambitions for Southwark to 2030. Our ambition is that the plan is adopted by our key partner organisations (like the local health partnership, police and other significant stakeholders) including those on our anchor group network¹.
21. The Borough Plan will be strategic and a shared vision for the entire place. We also want to reflect and capture the key priorities that make up thriving neighbourhoods across the borough. Through this process we want to celebrate and build on the specific features that make each of our town centres and local neighbourhoods successful as well as target and tackle the issues that may be holding our neighbourhoods back.
22. The borough vision will be shaped by the existing priorities that we know our residents care about, as well as the council delivery plan to 2026 and other key business plans and strategies across our key partners. The vision will also be shaped by our values as an organisation including always working to make Southwark more equal and just and standing against all forms of discrimination and racism.
23. The development of the Borough Plan will be informed by extensive research and engagement that has been done with residents over the last few years, including the Social Life research, 'Life After Covid' survey, and our community conversation with residents to develop our Southwark Stands Together work. We will also build on research and insight from key partners and community organisations across the borough to ensure that the plan is informed by what we currently know about need and priorities across our borough.
24. As we develop the Borough Plan we remain mindful that many of our residents face challenges as the cost of living crisis impacts on their daily lives and Council will support residents by developing plans to help and assist those in need.
25. The Council operate in one of the most challenging financial climates that many of us have faced in recent times. The council and many organisations across the borough are continuing to operate in an extremely difficult financial situation due to more than a decade of government reductions to local government funding and ongoing uncertainty about a future financial settlement.
26. The 'age of austerity' continues, with the impact of leaving the European Union and long shadow of the pandemic layered on top creating a complex

¹ The Southwark Anchor Network is a group of the borough's key stakeholder organisations who have a key footprint in the borough, are a key employer and can significantly shape the future direction of the borough and its impact on those who live, work and want to come to Southwark.

financial context in which to operate. Elsewhere on this agenda, the Cabinet will receive a report setting out the financial remit for 2023-24 and budget scene-setting position. Cabinet are reminded of the key issues for consideration in agreeing to develop the Borough Plan.

27. Businesses too continue to feel the long impact of the pandemic on their financial bottom line. The charity and community sector are also facing difficult financial challenges as a combined impact of government funding reductions and individuals in our community being less able to financially support our charity and community groups, as the cost of living disproportionately impacts disposable income (and time to volunteer).
28. It is also fair to say that the council alone cannot solve many of the biggest challenges we face as a borough, whether that is about the climate emergency or creating the best possible conditions for inclusive and fair growth in our economy. We are working with our communities and partners across Southwark to find innovative solutions to the challenges we face and to improve the life chances of our residents and address entrenched inequalities. The development of the Borough Plan will be our opportunity to bring that work together and our long-term ambition for place.

Next steps

29. Our ambition is to bring together the Borough Plan by spring 2023 for adoption by the Council and key organisations across our place. We start from a position of strength. We have detailed understanding of the borough's need, what residents tell us is important and what we are doing to deliver on those priorities.
30. Over the coming year we will bring together residents, the local voluntary sector, businesses and the wider public sector to collaborate, engage and co-produce a borough plan that responds to the priorities that communities across Southwark have told us are important. This will also be an opportunity to celebrate our success as a borough and the achievement of people in the borough in delivering on a fairer, greener, safer and more equal Southwark.
31. Over the coming weeks we will develop a more detailed process for bringing the borough plan together. This will involve a first stage over the summer period to September 2022 of research and insight into existing priorities and previous consultation exercises. This will give us a baseline and bring together into one place the scale of activities already underway in responding to priorities, including the cost of living crisis, and findings from the extensive work on climate change among other strategic areas of delivery. This will also be a period in which we conduct further work to develop the methodology for bringing together the plan including referring to regional, national and international models on the form the final plan will take.

32. A process of collaboration, engagement and co-production on the borough plan is likely to commence through the autumn of 2022, involving residents, stakeholders, partner organisations (including our own contractors and those who we work with to deliver services) and staff.
33. Developing the Borough Plan will be a whole council effort involving all council teams participating in and leading the conversation and engagement together with those in our community. Key teams across communities, resident engagement, business engagement, strategy, policy and communications will be involved in ensuring there is co-ordination and alignment (and avoiding duplication) with any pre-existing planned engagement activity.
34. Later in the year we will analyse feedback and learning from the process to set out a borough plan for agreement with and by partners. Our aim is to bring the Borough Plan to Council Assembly for agreement in March 2023.
35. This timeline will be subject to further review and development as we move forward into the process of developing the Borough Plan.

Policy implications

36. The Borough Plan, once developed, will represent the borough's highest level of ambition and therefore be the 'plan of plans' for our place. It will set out a clear statement of the borough's priorities and our commitments to each other for a fairer, greener, safer and more equal Southwark. It will be informed by and influence over time the local strategies and plans across the Council, key stakeholders and other such organisations who make a strategic contribution to Southwark.
37. The Borough Plan will be supported by a council delivery plan, which will set out the programme of work that the council will achieve over the next four years to 2026.
38. The council delivery plan will replace the current council business plan (set to end by summer 2022) and will be based on the political commitments of the administration following the outcome of the local election in May 2022, as well as essential 'business as usual' activity. The council delivery plan will be agreed in September 2022.

Resource implications

39. The development of the Borough Plan will involve Council staff and wherever possible the work will be met from within existing resources. It may be necessary to consider external support to assist in the engagement work that informs the plan. This will include learning from best practice in other Council areas which have undertaken similar engagement exercises. It will also include consideration of additional resources to assist the Council in shaping, developing and delivering the work as required. For example working with our anchor organisations such as the local Universities to tap

into data and insight work to inform future priorities, complementing our local analysis in areas such as public health intelligence.

Community, equality (including socio-economic) and health impact

40. The council's commitment to equality and fairness will be fundamental to the development of the Borough Plan, in line with our equality framework and related equality, diversity and inclusion policies as influenced by our Southwark Stands Together programme.
41. Future decisions made on the basis of the commitments highlighted in the Borough Plan and council delivery plan may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate. In line with the council's equality framework and related policies and procedures and as the Borough Plan informs more detailed action planning, further equality analysis will be undertaken.

Climate change implications

42. The development of a Borough Plan will be key in supporting the borough wide ambition to be carbon neutral by 2030. Elsewhere on this agenda is the 'Climate Emergency Annual Progress Report' and 'Update of the Climate Strategy and Action Plan', setting out how we are progressing on our ambition. There is also a report that responds to the recommendations of the Southwark Climate Change Citizen Jury.
43. Taken together these reports will set out our future direction of travel in delivering on our climate change ambition for all in our borough. Our response to the Citizen Jury and action plan will be a key enabler in developing the Borough Plan. This will be especially how we come together as a place to achieve a greener, fairer and more sustainable future for our community.

Consultation

44. Our ambition is to bring together the Borough Plan by spring 2023 for adoption by the Council and key organisations across our place. We start from a position of strength. Over the last two years we have undertaken extensive consultation and engagement on future priorities.
45. Over the coming year we will bring together residents, the local voluntary sector, businesses and the wider public sector to collaborate, engage and co-produce a borough plan that responds to the priorities that communities across Southwark have told us are important. Together, we will use the process to develop and find further solutions to the challenges as a community we face, such as the cost of living crisis. Through consultation and engagement we will be clear on what we are each doing as partners across our place to respond to such challenges and to deliver on the opportunities that our shared ambition brings.

46. We have a strong point from which to move forward in consulting and engaging with the community on a new borough plan. Through the local election and earlier consultation such as our 'social life survey' we have discussed, heard and explored what needs to change across the borough (and what works well and less well in doing so). The development of our plans around climate change, delivering more and better homes, responding to the mental health crisis arising from COVID and delivering on our economic renewal plan already demonstrate we are together with our partners know what we need to do deliver.
47. The development of the Borough Plan will help us explore with stakeholders in the community what good would look like and how we best to achieve that over the long term. Beyond that we will move to evaluation and review, evidencing success and embedding a long term sustained approach.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

48. The council is under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Borough Plan is one of the ways the council can demonstrate that it is achieving this requirement.
49. In deciding how to fulfill the best value duty, the council is required to consult with the local community in accordance with Best Value Statutory Guidance and this should be taken into account throughout the consultation process set out in this report. The results of the consultation will need to be taken into account when the cabinet makes the final decision regarding the content of the plan and recommends it to Council Assembly
50. Cabinet is reminded that in the exercise of all its functions it must have due regard under section 149 Equality Act 2010 to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. An equalities analysis will need to be produced for consideration alongside the Plan when it is produced for agreement. Equality analysis will also be needed in producing the council delivery plan as indicated in the community and equality impact paragraphs above.
51. Approval of the Borough Plan is a decision ultimately reserved to the Council Assembly in accordance with section 3A of the Constitution. The council delivery plan supporting the Borough Plan is an executive function that the Cabinet is delegated to make in accordance with section 3B of the Constitution.

Strategic Director of Finance and Governance

52. The strategic director of finance and governance notes that the Cabinet is being asked to agree to the development of a Borough Plan to 2030 and note that a council delivery plan, setting out the council's programme of work over the period 2022/23 to 2025/26, will be developed for agreement by September 2022.
53. There are no immediate financial implications arising directly from the recommendations within this report. Any additional funding required will be subject to financial appraisal, with reference to the Fairer Futures Medium Term Financial Plan approved by cabinet on 1 February 2022, and reported through the council's budget setting process.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None	N/A	N/A

APPENDICES

No.	Title
None	N/A

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Leader of the Council	
Lead Officer	Althea Loderick, Chief Executive	
Report Author	Stephen Gaskell, Director of Strategy and Economy	
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Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
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