

| | |
|---|---|
| Meeting Name: | Cabinet |
| Date: | 22 July 2024 |
| Report title: | Southwark 2030 Strategy Publication |
| Cabinet Member: | Councillor Kieron Williams, Leader of the Council |
| Ward(s) or groups affected: | All |
| Classification: | Open |
| Reason for lateness (if applicable): | N/A |

FOREWORD – COUNCILLOR KIERON WILLIAMS, LEADER OF THE COUNCIL

Southwark is a truly remarkable place. Our borough is at the heart of London’s success, known across the world for its physical landmarks and powered by its extraordinary people. Our Borough has a rich history of diversity, creativity, and innovation and these strengths continue to define Southwark today. With our location being a major benefit for the borough which stretches from its leafy suburbs, in the south through to vibrant South Bank of the Thames in the north, it is home to iconic landmarks which draw in millions of people every year.

However, as with many other areas, Southwark also faces multiple challenges. The impact of funding cuts, the COVID-19 pandemic and the cost-of-living crisis on our communities, services and finances has been acute; the route and length of recovery remains difficult for us to determine. These challenges cannot be solved easily or quickly, but will require sustained effort, long-term thinking, continued strong partnership working, resources and commitment.

As a borough we are passionate and committed to making Southwark a great place to live, work, study and visit and that is why we have developed with our residents, communities, businesses and stakeholders an ambitious, jointly owned strategy which encapsulates our shared vision – Southwark 2030 strategy.

The strategy will tell the story of a borough wide vision born of Southwark’s needs and strengths, with a clear set of integrated goals which will help to achieve it. Each goal is based on specific strengths and challenges – whether the fall in the birth-rate, the scale of social housing, the localised health inequity or the impact of inner London levels of crime.

They are also the component parts of achieving the vision – to make Southwark your home and live a good life you need somewhere healthy to live, to feel safe, and to be healthy enough to enjoy your life and benefit from a good job in a strong local economy. A happy childhood where children can thrive and achieve is the foundation of a good adulthood.

I am therefore asking Cabinet to approve the Southwark 2030 strategy so that we can begin the collective work with all stakeholders to deliver a clear programme of measurable improvement across the borough.

RECOMMENDATIONS

That Cabinet:

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

REASONS FOR RECOMMENDATIONS

3. Southwark 2030 sets out an ambitious, long-term partnership vision for what we want Southwark to look and feel like in the future – and what the people who live, work, study and visit Southwark can expect from us.
4. The Council has already made substantial progress towards achieving our objectives, set out in the Council Delivery Plan, and we now want to articulate a long-term partnership plan for how we will lead local partners to tackle the future challenges facing our borough and amplify the incredible work that we already see in our communities, schools, businesses and institutions.
5. This strategy has been developed in partnership with the people of Southwark and our partner Anchor institutions. We have undertaken extensive research and wide-ranging engagement to ensure that it addresses their concerns and reflects their ambitions for our communities.

POST DECISION IMPLEMENTATION

6. Following endorsement by Cabinet, we will:
 - Launch Southwark 2030 in September 2024.
 - Develop and agree a Southwark 2030 partnership action plan to set the key actions that partners in Southwark (including the council, NHS, police and voluntary, community, business, education and cultural sectors) will take forward together to deliver the strategy (in autumn 2024).
 - Develop and agree a Southwark 2030 outcomes framework, to set out the

shared success measures that the council and our partners will use to track our impact in delivering the strategy (in autumn 2024).

- Reshape our Council Delivery Plan to better align with Southwark 2030, returning with a reshaped plan for endorsement (in autumn 2024).
- Update the Council's capital programme (in autumn 2024).
- Update the Council's procurement framework (in early 2025), to also reflect forthcoming changes to national procurement legislation.

BACKGROUND INFORMATION

7. Southwark is home to more than 300,000 people, 18,000 businesses, a thriving community and a world class cultural scene. Southwark's strengths are numerous, real and the envy of many boroughs. But multiple economic, societal and technological challenges are facing the residents of our borough.
8. Southwark 2030 (Appendix 1) will deliver our long-term plan and commitment to help address these challenges and deliver a borough that is green, safe and more equal. A borough which provides a fair chance for everyone, with help for those who need it. Southwark 2030 will help us to ensure that Southwark residents can live in a decent home that supports their health and well-being, and have fulfilling and stable work that enables them to thrive and enrich their lives and that of their families.
9. A population needs assessment (Appendix 2) gathered data to better understand our place. This focused on our borough's economy, the shape of society and demography, the lives of our adults and children, housing, crime and safety, climate and our environment.
10. At the heart of this work has been the involvement of residents, community groups, businesses and our partners. We have conducted borough wide engagement to understand people's experience of Southwark and their hopes for the future. The 18-month engagement process has seen over 2,200 residents give us their views. These views have been expressed through information events across the borough, including events hosted by local organisations youth services, and an online survey. Our key partners have also been involved and the wealth of feedback and new ideas have aided the development of the final vision for this strategy. Full details of the process and findings are set out in Appendix 3.
11. We have analysed current activities across the borough and wider best practice to understand how best we can build on our current strengths.

KEY ISSUES FOR CONSIDERATION

12. Southwark 2030 sets out a vision to build a fair, green and safe Southwark where everyone can live a good life as part of a strong community.
13. Southwark 2030 is supported by three principles that will guide our work. These are:
 - reducing inequality,
 - empowering people, and
 - investing in prevention.

14. We will deliver our vision by focussing on six goals:

- 1) **Decent homes for all.** Our residents told us that they love living in Southwark, but too many of those residents struggle with the cost of a good home. We are building more homes than any other area, making record investments in maintaining and improving social housing, creating new affordable homes, supporting those in private rented tenancies and continuing our work to tackle homelessness and rough sleeping.
- 2) **A good start in life.** Residents described the devastating impact of the pandemic on key years of development, increased numbers living in poverty due to the cost-of-living crisis, and the growth of mental issues caused by many aspects of modern society. We are continuing to support improved health for children in Southwark and investing in support for young people's wellbeing, social, educational and employment opportunities, with a particular focus on improving outcomes for children from disadvantaged backgrounds.
- 3) **A safer Southwark.** Safety emerged as one of the highest priority issues for Southwark residents. We will make our borough safer by tackling crime and antisocial behaviour hotspots, we will reduce violence against women, children and young people, and improve trust and confidence in local policing.
- 4) **A strong and fair economy.** Residents recognise the strength of Southwark's economy but are concerned that not everyone can benefit from it. We will create more good jobs and apprenticeships, and help Southwark residents into them, support people out of poverty and low pay and ensure our town centres thrive and serve the whole community.
- 5) **Staying well.** Residents told us they face challenges in staying healthy due to the cost of living and are concerned about the rise in mental health issues. We will ensure that every child and adult can get the mental health support they need when they need it, that more people stay well, reducing the inequalities in health across our community and improve the wellbeing of people with long term conditions or disabilities and their carers'.
- 6) **A healthy environment.** Many residents said climate was the right priority for Southwark. We will create more green spaces and biodiversity for our community to enjoy, help people and businesses switch to healthy, clean and green transport and make our buildings energy efficient with clean, green power.

15. We know that Southwark 2030 is just the beginning. This Strategy sets out the strategic objectives for Southwark and we will continue to work with Cabinet, our Anchor partners and residents to ensure we deliver its ambitious vision.

Policy framework implications

16. Southwark 2030 will impact all wards and all activities delivered by the Council. It will set the strategic direction for the Council, uniting the breadth of the

borough's policies under a single set of goals. It supports transparent and open working with the people of Southwark, both through the collaborative approach to the development of Southwark 2030 and in continued discussions with stakeholders about delivering our goals.

17. We will undertake a review of the Council Delivery Plan, assessing what we must stop, start or continue doing to ensure that its' alignment with Southwark 2030 enables clear, streamlined delivery of our strategic goals. We will take a critical look at how we are using resources to deliver and monitor our Council Delivery Plan in light of Southwark 2030, recognising where work has been completed and where our ambitions have transformed new ways of working into the normal everyday business of the council. This allows us to focus in on the remaining commitments and any new ones needed to make Southwark 2030 a reality.
18. Southwark 2030 has also been developed in line with the Medium-Term Financial Strategy and we will closely monitor the interaction between these two documents, ensuring that ambitions set out in Southwark 2030 are realistic and that resources are prioritised effectively to support its delivery.

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

Community impact statement

19. Southwark 2030 is our shared vision for the borough, co-designed with our communities. This strategy has been developed through engagement with the people of Southwark to understand their priorities, concerns and ambitions for the future. We have actively sought engagement from a diverse range of individuals and communities to reflect the diversity of Southwark. Our approach has helped us to ensure that Southwark 2030 can deliver for all of our communities.
20. Further detail about our engagement with Southwark communities is set out in the Southwark 2030 Engagement Report.

Equalities (including socio-economic) impact statement

21. An Equalities Impact and Needs Assessment (EINA) report has been completed to assess Southwark 2030 against the Council's Equality Duty. The report can be found at Appendix 4.
22. Reducing inequalities is a core principle of Southwark 2030. This supports our Equalities Framework and builds on the progress we have made through our work on Southwark Stands Together. We anticipate that Southwark 2030 will not negatively impact those with protected characteristics and expect that it will go further than our existing work to support reductions in inequality, particularly for certain racial groups, and children and young people.
23. The implementation of the strategy will be articulated through the development of an outcomes framework. All major programmes and projects arising as a result of this strategy will go through the EINA process, will consider their role

in reducing inequalities and equalities outcomes will be monitored across the lifetime of the strategy.

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

Health impact statement

25. This strategy has been developed with a focus on supporting improved health and wellbeing for Southwark residents. This has been prioritised as one of the six goals, and the goals also recognise the interaction between health and other priority areas, e.g. supporting children and young people, helping people to engage in our economy and ensuring people live in houses and an environment that supports better health outcomes.

Climate change implications

26. This strategy has been developed with a particular focus on supporting a cleaner and greener environment in Southwark and reducing our contribution to climate change. In particular, this will be supported by commitments to create more green space and biodiversity for our community to enjoy, improve green transport options and support our buildings to become more energy efficient and powered by cleaner energy.

Financial and resource implications

27. Financing of the strategy will be contained within agreed budgets and the £3m revenue reserve fund set aside for Southwark 2030. Following the approval of this strategy and alongside the development of the outcomes framework with our partners, we will determine the allocation of the Southwark 2030 fund.
28. The strategy also sets out the strategic framework for future resourcing decisions across Southwark which will be assessed and reviewed as part of the council's normal budget process.

Supplementary advice from Assistant Chief Executive (Governance and Assurance) - (NBC 12/06/2024)

29. The cabinet has responsibility for local leadership and policy; these are reserved to the cabinet in accordance with Part 3B of the constitution.
30. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
 - Eliminate unlawful discrimination harassment and victimisation.
 - Advance equality of opportunity between people who share protected characteristics and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
31. Cabinet needs to take account of this duty in considering this report.

32. The Community, equalities (including socio-economic) and health impacts section above indicates that whilst this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. The public sector equality duty is a continuing duty.

Consultation

33. Southwark 2030 is our shared vision for the borough, designed by people who live, work, and study in Southwark. It has been developed through extensive and wide-ranging engagement and research to understand Southwark today. We have actively sought engagement from a diverse range of individuals and communities to reflect the diversity of Southwark. Our approach has helped us to reflect the voice of our people and communities, centring this work on their needs for today and their hopes for 2030.

34. Specifically, we worked with our communities to co-develop this strategy through:

- 8 in-depth conversation events with over 200 residents.
- Listening events with over 750 residents, delivered in different places and at different times to maximise inclusion.
- An online survey with over 1000 responses made widely accessible through different formats.
- Testing what we had captured with three workshops, online surveys, and post boxes in public spaces to test what we heard and the themes and ambitions from the engagement activity.
- Three partner workshops (with more planned to consider implementation of the strategy).
- 10 detailed research groups with 70 randomly selected residents who were representative of the Southwark community.

35. Full details of the consultation to inform this strategy is set out in the Southwark 2030 Engagement Report (Appendix 3).

APPENDICES

| No. | Title |
|------------|---|
| Appendix 1 | Southwark 2030 |
| Appendix 2 | Southwark 2030 Population Needs Assessment |
| Appendix 3 | Southwark 2030 Engagement Report |
| Appendix 4 | Southwark 2030 Equality Impact and Needs Analysis |

AUDIT TRAIL

| | | |
|---|--|--------------------------|
| Cabinet Member | Kieron Williams, Leader of the Council | |
| Lead Officer | Stephen Gaskell, Assistant Chief Executive, Strategy and Communities | |
| Report Author | Livia Katz, Strategy and Policy Manager, Strategy and Communities | |
| Version | Final | |
| Dated | 10 July 2024 | |
| Key Decision? | Yes | |
| CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER | | |
| Officer Title | Comments Sought | Comments Included |
| Assistant Chief Executive, Governance and Assurance | Yes | Yes |
| Senior Finance Manager, Finance | Yes | Yes |
| Cabinet Member | Yes | Yes |
| Date final report sent to Constitutional Team | | 11 July 2024 |