

<b>Item No.</b> 6.1	<b>Classification:</b> Open	<b>Date:</b> 25 November 2020	<b>Meeting Name:</b> Council Assembly
<b>Report title:</b>		Refresh of the Council Plan 2018-2022	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Cabinet	

## RECOMMENDATION

1. That council assembly agrees to the proposed refresh of the Council Plan 2018-2022, which will now be referred to as the Borough Plan.

## BACKGROUND INFORMATION

2. The Council Plan is Southwark Council's overarching business plan and sets out the programme of work that the council will achieve over the period 2018-19 to 2021-22. It is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will continue to deliver a fairer future for all in Southwark.
3. Council Assembly approved the Council Plan 2018-22 in November 2018. Since the Council Plan was adopted in 2018, the context in which the council operates and delivers services has changed significantly, particularly in the last six months as a result of the COVID-19 pandemic.
4. Southwark, like the whole country and indeed the world, has been significantly affected by the global COVID-19 pandemic. The crisis has had a huge impact on our borough and the council has played a critical role in delivering the public health response to the pandemic. The pandemic and economic fallout will also have a lasting impact on Southwark's finances, with the council facing a £45m shortfall in our budget because of the cost of delivering our response to COVID-19 and loss in income.
5. Despite the unprecedented challenge we face as a borough, the council is committed to continuing to deliver a fairer future for all of our residents. The council has already made good progress on delivering on many of the promises set out in the 2018-22 Council Plan. In the last two years we have supported almost 2,800 Southwark residents into jobs, opened a new secondary school, launched the Great Estates programme and been officially recognised as London's first Living Wage Borough. Reviews of progress against the Council Plan are outlined in the Annual Performance Reports for 2018/19 and 2019/20.
6. The COVID-19 pandemic and other events over the last few months have created new demands and priorities for the council, including taking the huge public health challenge of the pandemic, supporting Southwark's local economy to recover from the significant financial hit of lockdown, and responding to the

prevalent issues of racism and inequality that have resulted in the Southwark Stands Together work. In light of the pandemic and the resulting impact on the council and the borough, some of the commitments outlined in the Council Plan will be significantly more difficult to deliver, or may need to be delivered in a different way.

7. The refreshed plan sets out the actions the council will take between now and May 2022 to continue delivering a fairer and more just borough.
8. On 8 September 2020 Cabinet agreed the proposed refresh of the Council Plan and recommended that following a period of public consultation, the document is agreed by Council Assembly.

### **KEY ISSUES FOR CONSIDERATION**

9. The council has delivered against a number of commitments since adopting the Council Plan 2018-2022, as detailed in the Annual Performance Reports for 2018/19 and 2019/20.
10. Refreshing the plan enables us to build on our achievements so far and reflect the new and emerging priorities of the council in light of the COVID-19 pandemic. In light of these developments, a number of new themes and new commitments are proposed.
11. The Council Plan set out seven “vision statements” that are at the heart of what we want to achieve for Southwark:
  - The best start in life: clean air, great schools and an opportunity to thrive
  - The quality homes that you and your family need
  - Fighting for you, on your side in challenging and uncertain times
  - A great place to live with clean, green and safe communities
  - A healthy borough where your background doesn’t determine your life chances
  - Full employment, where everyone has the skills to play a full part in our economy
  - A modern efficient council: working with the community, listening to residents and open to you.
12. The Council Plan is structured around priority themes. It is proposed that the refreshed plan adopts some revised and new priority themes, particularly recognising the significant resource and prioritisation that will be required to deliver the council’s COVID-19 responses. The eight themes set out in the refreshed plan are:
  - COVID-19 response
  - Southwark Together
  - Green and inclusive economy
  - Climate Emergency
  - Tackling health inequalities
  - Homes for all
  - Great start in life

- Thriving neighbourhoods
13. The refreshed plan contains a range of promises and commitments which the Council will deliver up to 2021/22. More detailed performance schedules, which sit beneath this council plan, have been developed for each theme. These include lead cabinet member and chief officer responsibility for each commitment apportioned across the cabinet portfolios. This ensures the whole organisation is working towards delivery of the plan.
  14. The Cabinet will receive an annual performance report on progress against the Borough Plan. The council's website will be the primary channel of regular reporting and communication on the plan, with updates also provided through our other communication channels.

## Consultation

15. In accordance with the council's constitution, the Council Plan 2018-2022 was subject to a period of consultation in 2018. This included consultation with the Forum for Equalities and Human Rights in Southwark (FEHRS) on the development of the equality analysis which supports the Council Plan.
16. A public consultation was also undertaken on the proposals in the refreshed Council Plan 2018-2022. The Council Plan refresh was published on the council's online consultation hub on 9 September 2020 and the consultation ran for 6 weeks, closing on 20 October 2020. The consultation was also publicised through the council's digital resident newsletter, which is sent to approximately 100,000 residents, and on social media. 35 responses were received from the public through the consultation hub. A summary of issues raised in feedback is outlined below:
  - The majority of respondents to the consultation said they agreed with the approach taken to refreshing the Council Plan.
  - Respondents were also asked whether they agreed that the commitments set out in each theme were the right ones. In each of the 6 themes, over half of respondents said they did agree.
  - In response to whether participants felt there was anything missing in the refreshed Council Plan, a range of issues were referenced including adult social care, education, with particular reference to diversity in the curriculum, and roads, with differing views cited on road closures. A summary of issues raised in responses is listed in the table below.

Summary of issue/comments	Council response
<b>Implementation/delivery</b> - some comments received questioned whether all of the proposals outlined in the refreshed Council Plan could be delivered within the council's limited resources.	The refreshed plan has sought to prioritise commitments in light of the significant resource and challenge of COVID-19, focusing on delivery between now and 2022.
<b>Place to call home</b> – comments on housing commitments varied	The refreshed plan includes commitments to end rough sleeping in Southwark, build new

<b>Summary of issue/comments</b>	<b>Council response</b>
widely, with issues raised including affordable and council homebuilding, homelessness, resident welfare and repairs. A small number of comments received related to specific major housing delivery programme at Aylesbury and Canada Water.	affordable homes and make it easier to book and track repairs online, and ensure more jobs are done right first time. The plan also includes commitments on estate improvement on a number of major projects, including delivery of new council homes.
<b>Climate Emergency</b> - a large number of comments on the climate proposals welcomed commitments on increasing walking and cycling opportunities, improving air quality and reducing car usage, with some people calling for the proposals to be implemented more widely or quickly. There were also some concerns raised about road closures and Low Traffic Neighbourhoods	The council will continue to prioritise work to tackle the Climate Emergency and more detail about the council's action to reduce carbon and improve the environment is set out in the Climate Emergency strategy. The refreshed plan includes a commitment to making Southwark a Low Traffic Borough with more space for walking and cycling. This will be done in consultation with residents, taking into account specific issues and concerns in different areas of the borough.
<b>Green and fair economic renewal</b> - the council's proposals on employment and the Green New Deal were broadly welcomed, alongside a range of comments on issues like the Living Wage, job creation and encouraging household energy efficiency.	The council's economic priority between now and 2022 will be rebuilding Southwark's local economy, supporting residents into work (including those who have lost their jobs because of COVID-19) and supporting local businesses, which have been significantly impacted by the pandemic and lockdowns. The council remains committed to promoting the Living Wage and ensuring that the borough's economic recovery is green and inclusive, contributing positively to the council's efforts to tackle the Climate Emergency.
<b>Tackling health inequalities</b> – issues raised included active travel, mental health services and social care. A small number of respondents raised concerns about commitments to tackle health inequalities, referring to the impact of individual choices and behaviours.	The refreshed plan includes commitments to promote active travel through the development of green links, protecting funding for mental health services and training more mental health first aiders, and investing in social care including nursing homes, residential care and extra care housing. The council recognises that tackling health issues in the borough will require individual behaviour changes as well as public health initiatives; the council will prioritise breaking down barriers that prevent residents from accessing services or leading healthy and active lives.
<b>Great start in life</b> - several comments were supportive of the 'school streets' commitment and	The council is committed to expanding the number of school streets to help more children to walk or cycle to school. The refreshed plan

Summary of issue/comments	Council response
other issues relating to young people raised included youth centres, special education needs and working with the police to tackle knife crime.	also includes a commitment to ensure youth services meet the needs of young people in our borough, and a new commitment, taken from a recommendation of the Southwark Stands Together work, to work with the police to build trust in policing particularly for Black, Asian and minority ethnic communities.
<b>Southwark Together</b> - a broad mix of comments were received on commitments around tackling racial injustices, with some explicitly welcome the commitments, while others questioning the prioritisation or suggesting that the commitments should be broadened to tackle inequalities faced by other groups.	The council is committed to tackling racism and inequality in our borough and the refreshed plan includes a number of new commitments based on recommendations taken from the Southwark Stands Together work carried out over the last few months, which involved extensive resident engagement. The Southwark Together theme in the refreshed plan now has a stronger focus on tackling inequalities, including inequalities outside of the specific Southwark Stands Together workstreams such as the new LGBTQ+ centre.

17. Southwark's Equalities and Human Rights Panel (EHRP) were also consulted on the refreshed Council Plan. Feedback from the EHRP is reflected in the final version of the refreshed plan and equalities impact assessment.
18. Following the adoption of the refreshed plan by council assembly, the council will continue to engage with local people to implement the commitments set out in the plan.

### Community impact statement

19. The purpose of this report is for council assembly to agree the proposed refresh of the Council Plan 2014-2018. Throughout the plan we have made specific commitments to equality and fairness, drawing particularly on the findings and recommendations of Southwark Stands Together, the council's borough-wide approach to tackling entrenched racism and inequality.
20. The proposed promises and commitments have been developed to have a positive impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics.
21. A high level equalities analysis was undertaken on the Council Plan 2018-2022, which went to Council Assembly in November 2018 and is available as a background document. This equalities analysis has been updated to reflect the changes in the Council Plan refresh (Appendix 2). The Equalities and Human Rights Panel has been consulted and the updated equalities analysis reflects their feedback. As the proposals within the Council Plan refresh are implemented, equalities and health analyses will be carried out for each of the commitments set out in the Plan.

22. The council will continue to give due consideration to the Public Sector Equality Duty (PSED) as a positive duty to consider the promotion of equality throughout the work of the Council Plan and implementation process.

### **Policy implications**

23. The refreshed Council Plan 2018-22 acts as the council's overarching business plan, and sets out the programme of work that the council will achieve over the period until 2021/22.
24. The Council Plan articulates the vision, principles and priorities that the council will endeavour to uphold.

### **Resource implications**

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

### **Legal implications**

26. There are no immediate legal implications arising from this report. Any decisions or actions required to deliver the proposed Council Plan will be subject to the council's legal and governance procedures.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

27. In the past local authorities were subject to various duties relating to the monitoring of performance. This regime has now largely been abolished, firstly by the Local Government and Public Involvement in Health Act 2007 and subsequently the Localism Act 2011.
28. However, a local authority is still under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council Plan is one of the ways the council can demonstrate that it is achieving this requirement.
29. In deciding how to fulfil the best value duty, the council is required to consult with the local community. The report sets out details of the consultation process that has been undertaken and includes responses to comments that have been made. The consultation process was carried out in accordance with the Best Value Statutory Guidance. Members should take into account the results of the consultation when deciding on the approval of the Council Plan.
30. The Council Assembly is reminded that in the exercise of 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 has been updated to reflect the changes to the refresh (attached as Appendix 2) and, in accordance with the equality duty, should be considered by Members when making this decision.

31. Approval of the Corporate Plan is a decision reserved to the Council Assembly in accordance with section 3A of the Constitution.

### **Strategic Director of Finance and Governance (FC16/025)**

32. The strategic director of finance and governance notes that there are no new immediate financial implications arising from this report.
33. The strategic director of finance and governance expects that financial appraisals will be carried out as any new plans are developed and will be considered as part of the budget setting process or subject to future reports, including identifying the revenue or capital resources for any new commitments.
34. Staffing and any other costs connected with this report are to be contained within existing departmental revenue budgets.

### **BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Council Plan 2018/19 – 2021/22	160 Tooley Street PO Box 64529 London SE1P 5LX	<a href="mailto:Matthew.little@southwark.gov.uk">Matthew.little@southwark.gov.uk</a> <a href="mailto:Aine.gallagher@southwark.gov.uk">Aine.gallagher@southwark.gov.uk</a>
<a href="http://moderngov.southwark.gov.uk/documents/s78193/Appendix%201%20Council%20Plan%202018-19%202021-22.pdf">http://moderngov.southwark.gov.uk/documents/s78193/Appendix%201%20Council%20Plan%202018-19%202021-22.pdf</a>		
Cabinet 8/09/20 Agenda item 9: Refresh of the Council Plan 2018-2022	160 Tooley Street PO Box 64529 London SE1P 5LX	<a href="mailto:Aine.gallagher@southwark.gov.uk">Aine.gallagher@southwark.gov.uk</a>
<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=6662">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=6662</a>		

### **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Southwark's Borough Plan 2020-22
Appendix 2	Equalities analysis

## AUDIT TRAIL

<b>Cabinet Member</b>	Cllr Kieron Williams, Leader of the Council	
<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Aine Gallagher, Cabinet and Public Affairs Manager	
<b>Version</b>	Final	
<b>Dated</b>	12 November 2020	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	12 November 2020	