



SOUTHWARK COUNCIL

Economic Renewal Plan

Southwark Economic Renewal Plan

The economic impacts of the COVID-19 crisis will be profound, far-reaching and difficult to predict. Many will arise over the longer term, some are already with us and others will come about as society continues to emerge from lockdown.

We are therefore developing an economic renewal plan with immediate, short, medium and long-term priorities, set around four key themes of employment & skills; business; high streets and town centres, and wellbeing. Prioritising in this fashion will ensure that our resources are targeted for maximum local impact in the short term, such as vital support for key local employment sectors most heavily impacted by the crisis, but done in tandem with longer term planning and strategy development, combined with tireless lobbying of central Government on behalf of our local residents and businesses.

This plan is designed to capture all cross-council activities aimed at reducing and mitigating the economic impacts of the crisis, and to support future inclusive economic growth in the face of these new economic challenges. It will align with the council's other recovery and renewal planning, link into our Southwark Stands Together commitments, and of course take account of the inevitable economic impact of the crisis on the council itself.

Successfully navigating these unprecedented challenges will require us to work in an ever more joined-up way, including extensive collaboration with the Voluntary and Community Sector, local business networks and other "anchor institutions" in the borough such as our universities and hospitals. We will put Community Wealth Building and a Green New Deal at the forefront of our recovery to ensure that local residents and businesses benefit and are able to help shape the economic future of Southwark. The renewal plan will therefore be a constantly evolving document with no final version. Responsibility for delivery will be shared across the council and it will be shaped through engagement with partners. An associated communications plan will ensure residents and businesses are kept aware of our activities.

Covid-19 is not the only source of uncertainty our local economy currently faces, as prior to this crisis the council was already gearing up to deal with the challenges brought by Brexit and climate change. Also, the crisis has unfolded in parallel with the aftermath of the brutal police killing of George Floyd in the US sparking the fire beneath the Black Lives Matter movement and inspiring the council to launch "Southwark Stands Together", announcing its intent to join the support for BAME residents, to tackle racism and achieve equality. It is imperative that this renewal plan is sufficiently robust and flexible to help the borough navigate all of these huge challenges concurrently and it therefore begins by acknowledging that each of these three key strategic considerations cut right across all the themes we have set out within the plan.

The crisis also presents us with opportunities to adapt, be flexible in our approaches and do some things differently as we continue our mission to protect and grow a fair, equal and inclusive local economy, tackle climate change and fight for social justice. We will seek to build our local social economy, encourage and promote alternative models of community ownership and prioritise local work, local investment and social and environmental value, including zero carbon activity, in line with the principles of Community Wealth Building and the Green New Deal.

We know that the coming months and years will be difficult for many of our residents and businesses, and putting them at the heart of economic renewal is essential for a recovery that works for the benefit of all of our Southwark communities.

Stephanie Cryan, Cabinet Member for Jobs, Culture and Skills

Delivering Economic Renewal in Southwark – Our Six Headline Commitments

Our plan for economic renewal in Southwark sets out a range of steps that we will take to renew our local economy, identifying the immediacy of each activity, how we will monitor progress and who will lead on delivery. Here we set out our six headline commitments that will form part of the plan.

A Jobs First Economic Renewal

We will re-examine our local employment support offer, including Southwark Works, to make sure it meets the needs of our residents and employers.

We will recalibrate our skills delivery priorities to respond to the changing needs of our key sectors and we will work with our key anchor institutions to support local people into jobs.

A Focus on Young People

We will focus our efforts on supporting young people to navigate the challenges of the post pandemic labour market, through access to information and guidance, education, training and employment support.

Delivering Inclusive Business Growth

We will continue to support businesses to deal with the immediate impact of the crisis and plan for a comprehensive programme of assistance to support inclusive business growth. We will support business to ‘think apprenticeships’, and work with partners to shape the role of apprenticeships and internships in recovery.

Vibrant High Streets and Town Centres

We will strive to keep our high streets and town centres safe for all.

We will support and work with business networks to determine how best we can work in partnership to support our high streets, reimagining these spaces so they balance health and wellbeing, transport, leisure, and business.

A Green New Deal for Southwark

We will focus renewal as an opportunity to root our climate change commitments in the local economy and business growth, by supporting a green new deal that creates jobs, cuts emissions and generates a new wave of profitable environmental innovation.

Embedding the Principles of Community Wealth Building

We will cultivate a local economy that redirects wealth locally, and places control and benefits into the hands of local people, while maintaining momentum on our Living Wage and the Good Work agendas.

Key Strategic Considerations

Brexit	<p>Economic renewal planning for the borough cannot tackle the issues brought by the Covid-19 crisis independently of addressing issues arising through Brexit; it must also take account of the risks Brexit poses for the economy in key areas such as workforce and skills, trade, regulation and immigration. This economic renewal plan will therefore evolve in tandem with our ongoing work to mitigate the impacts of Brexit as they become evident, with a shared emphasis on protecting our local economy and our diverse Southwark communities.</p>
Climate Change and the Green New Deal	<p>Southwark Council has set out its aim for the borough to become carbon neutral by 2030 and is in the process of developing a Climate Change Strategy based on the fundamental belief that the solution is not the responsibility on one organisation, but collectively the responsibility of everyone who lives, works or uses our borough.</p> <p>The world is potentially on the verge of an environmental catastrophe through climate change if we do not make changes to the way we live, work, travel and produce, on a global, national and local level, so any plan for economic renewal in 2020 cannot fail to take this into account. This renewal plan must therefore fully align with our emerging Climate Change Strategy and demonstrate our support for the principles of the Green New Deal.</p> <p>Given our shared responsibility as a borough in the battle against climate change, the plan must be developed through engagement with all our partners, right across the public and private sectors. It must also be carefully designed to navigate and tackle any tension that may exist between the drive for fast economic recovery and the necessary push towards long-term carbon neutrality and environmental sustainability.</p>
Southwark Stands Together	<p>The Covid-19 crisis has disproportionately impacted BAME communities. Along with the killing of George Floyd, this has shone a light on the inequalities, systemic injustice and racism they face.</p> <p>As one of the most diverse boroughs in the country, the council is intent on joining the support for BAME residents to tackle racism and achieve equality. It has therefore launched “Southwark Stands Together”.</p> <p>This process will begin with a series of listening events. The outputs from these events will help to inform targeted actions to be added to this plan as it evolves as part of this drive for equality. A fundamental consideration for the renewal plan must be that, as with everything we do as a council, wherever possible actions are designed and carried out in such a way so they positively contribute to the fight for equality.</p>

Southwark Covid-19 Economic Renewal Plan

October 2020 (v1.2 update Jan 2021)

Priority Rating
Immediate
Short term
Medium term
Long term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
Theme 1: Employment and Skills					
Workforce impacts					
1.1 Monitoring workforce impacts	Local Economy Team (LET)	<ul style="list-style-type: none"> Evaluate the Council’s full employment ambition and Council Plan employment and skills targets in the light of the Covid-19 crisis Understand and plan local response to inevitable shifts in the labour market, enabling swift deployment of targeted resources Assess possible impacts on in-work progression, “good work” and the Living Wage Programme Consider how the council can be most effective as a champion of improved pay and conditions for low-paid workers without jeopardising jobs, e.g. through promoting and incentivising the Good Work Standard (LET) and London Healthy Workplace Award (PH) 	Ongoing	<ul style="list-style-type: none"> Council Plan reviewed by Cabinet in the light of the Covid-19 crisis and refreshed employment and skills commitments and targets agreed to reflect revised priorities Living Wage Place steering group continuing development of action plan 	Short-term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Careful monitoring of disproportionate impacts of the crisis on particular groups, e.g. women, BAME communities, the disabled, young people, NEETS, care leavers etc. as members of the workforce 			
1.2 Sectoral analysis	“Lambeth, Lewisham, Southwark (LLS), Better Placed Programme” & Local Economy Team (LET)	<ul style="list-style-type: none"> Developing understanding of differential impacts of across sectors (businesses and workforce) and planning an appropriate response Use of research and intelligence to predict local labour market adjustments across sectors to maximize employment opportunities for residents Understanding best practice from previous recession to help inform employment and skills response 	Completed	<ul style="list-style-type: none"> Sectoral analysis of Southwark completed, identifying business, jobs and resident employment base. Research used to understand risks associated with highly impacted sectors. Briefings circulated on previous recession impact and skills & employment response Findings and assumptions to be tested against emerging indicators, although many are annual stat releases. 	Short-term
1.3 Unemployment and benefits	Exchequer Services / DWP / LLS Better Placed Programme	<ul style="list-style-type: none"> Monitoring unemployment and in-work benefit claims and sharing this data across the Council where data protection rules allow Monitoring of Universal Credit claims Evaluation of impact on localised financial support schemes 	Ongoing	<ul style="list-style-type: none"> Monthly Claimant Count Tracker is being circulated. Includes breakdown of age and gender + LLS and regional comparisons UC monitored and shareable upon request “Community Calling” Phase 2 emerging from understanding 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Working closely with VCS partners to understand impacts on particular communities 		support need of Voluntary & Community Sector organisations <ul style="list-style-type: none"> Challenge in available data in some cases. Most relevant data not frequently updated UC reporting 3 months in arrears 	
1.4 Review of Employment Land Forecasts and Market	Planning Policy	<ul style="list-style-type: none"> Monitor employment land market - industrial, office and workspaces over the next 2-5 years where this sector of the land market will be in recovery/adaptation Employment Land Review report to provide an updated evidence base for an early review of the New Southwark Plan Planning policy have surveyed all businesses recently in the OKR Opportunity area monitoring change from 2015-2019 and will keep this under review (OKR WMT Business Survey) 	Ongoing	<ul style="list-style-type: none"> Monitoring of planning applications proposing employment floor-space, their continued deliverability, viability and completion. London Development Database (LDD) - LDD end of year completions survey hindered by reduced ability to carry out site visits due to Covid-19 restrictions – completed through mostly desk based studies Changes to “Use Class Order” (as of Sep 2020) will impact monitoring of employment floor space – a reduced amount of “change of use” applications and applications will be more difficult to monitor for specific uses within the new Class E (i.e. office, industrial, retail, food and drink. Old Kent Road business survey being used to prepare comparison of existing and proposed employment floorspace 	Long term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
Employment support & skills training					
1.5 Skills strategy	Southwark Skills Partnership	<ul style="list-style-type: none"> Skills Partnership to review and recalibrate the Skills Strategy Delivery Plan to ensure that it is able to be effective in the new economic context. Review to include: impact of crisis on key local growth sectors; the findings and recommendations of the January 2020 hospitality skills study and the viability of a hospitality skills centre; and the development of an all age careers, advice and guidance framework to reflect the new labour market context Specific strategies supporting access for young people to training programmes to be included Programme of activities developed and delivered by the EBA for 14-18 year olds. 	Ongoing	<ul style="list-style-type: none"> The Skills Partnership met in July to discuss priorities for adapting the delivery plan Agreed to review options for a hospitality skills offer in early 2021 to allow time to assess the impacts on the sector and its recovery Agreed to focus sector specific work on health & social care as this presents as an immediate opportunity, and will be focus of the next Skills Partnership meeting in November. A report was taken to Cabinet in October summarizing progress over the past year and next steps The Skills Strategy delivery plan review is ongoing and will include a focus on opportunities for young people 	Medium
1.6 Ensure effective employment support and training opportunities	Southwark Council & Southwark Works	<ul style="list-style-type: none"> Planned re-opening of Southwark Works office and reviewing access to existing provision Continued investment in Southwark Works and commissioned employment support / skills and training providers 	Ongoing	<ul style="list-style-type: none"> Walworth Rd office has re-opened on an appointment basis only for clients that have a high need for face to face service – a risk assessment has been completed and is under constant review 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> • Evaluating whether current model will ensure support remains demand-led post crisis • Ensuring support is retained for those furthest from market and the long-term unemployed despite increased competitiveness of labour market • Review provision of high volume / low intensity provision for residents newly out of work • Consider employment support response tailored to new labour market entrants i.e. those leaving full time education • Consider increased mental health employment support and to respond to likely MH impact of Covid-19 • Integrate new government employment initiatives, such as Kickstart, as they emerge 		<ul style="list-style-type: none"> • A new website will go live later this month to facilitate virtual provision • Southwark Works review is being finalised with partners • The council has secured some DWP funding to support residents who's employment status has changed as a consequence of Covid-19; we are also working closely with the Central London Forward / DWP Job Entry Targeted Support (JETS) project; which is being set up to help this group 13 weeks after they lost their employment • There have been challenges finalising the DWP funding due to changes in DWP's guidance 	
1.7 Apprenticeship programme	Local Economy Team	<ul style="list-style-type: none"> • Careful monitoring of impact on creation and take-up of apprenticeships • Plan for the role apprenticeship and internships can play in recovery, including SEND internships • Work closely with key partners such as LSBU, Southwark Works, the Business Forum and CLF to understand changes in the apprenticeship landscape and 	Ongoing	<ul style="list-style-type: none"> • Completed desk-based research into the impact on creation and uptake of apprenticeships, alongside anecdotal evidence from employers • Working with key networks such as the London Councils Apprenticeship sub-group (ASG) to understand changes in the apprenticeship landscape, the Government's 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<p>inform a coordinated approach to future support</p> <ul style="list-style-type: none"> • Work with London Progression Collaboration to identify opportunities to support local SMEs with apprenticeship creation • Review the apprenticeship programme alongside in-work-progression and the skills strategy to identify areas for collaboration • Understand the Government’s commitment of a guaranteed apprenticeship for every young person • A Post 16, access programme supporting young people alongside RPA to be considered • EBA to bring employers on board to talk to young people about apprenticeships programmes 		<p>schemes for young people and how these relate to apprenticeships.</p> <ul style="list-style-type: none"> • Council exploring opportunities to work with London Progression Collaboration (LPC). A steering group is being established to guide this work. • Review of the councils external apprenticeship programme ongoing. • No further updates on the Government’s commitment to an apprenticeship guarantee. However working closely with partners to understand the opportunities such as Kickstart and the apprenticeship incentives to ensure a coordinated response • Increase in Covid risk level may impact on the Council’s priorities and partner organisations’ priorities e.g. LPC. This could slow down delivery. 	
1.8 Essential Digital Skills Action Plan	Local Economy Team / EDS Partnership	<ul style="list-style-type: none"> • Review action plan to identify any required change • Work with partners to implement action plan with added learning from digital skills gaps revealed by lockdown • Review launch arrangements • EBA to promote digital skills with young people and connect them to local opportunities 	Ongoing	<ul style="list-style-type: none"> • Steering Group has met to discuss the impact of COVID-19 and next steps • Action Plan has been updated to incorporate the impact of COVID-19 • A potential gap in remote support for basic digital skills identified • Immediate priorities are to finalise and launch a common skills 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<p>assessment tool, update the directory of provision and further identify gaps</p> <ul style="list-style-type: none"> • A challenge is the lack of detailed local data on digital skills needs. Roll-out of the assessment tool should provide more nuanced data. • Providers have faced the challenge of remote delivery which is particularly difficult for learners with the highest essential digital skills needs • Any further lockdown is likely to present challenges for providers 	
1.9 Internship programmes	Organisational Development / Local Economy Team / Education	<ul style="list-style-type: none"> • Review internal and external internships programmes • Explore opportunities to develop internship programmes for young people with SEND as an integrated scheme. Joint working Education and LET • Recruit to and develop the SEND internship programme • EBA to promote and secure their paid internships programme to employers and schools 	Ongoing	<ul style="list-style-type: none"> • Year 1 review shows delivery outcomes impacted by Covid. Council recently recruited 14 interns (154 applications received). • Programme monitored on an ongoing basis via the council's Young People – Careers and Skills Group. • SEND internship lead post is being advertised with the aim of developing a comprehensive SEND supported internship offer. • EBA continue to engage employers to promote paid internship opportunities to local schools. • The formal launch of the internal scheme delayed by some months due to the pandemic and all summer internships were cancelled and put 	Medium

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				<p>on hold. Target for 20/21 has been revised down from 35 to 22.</p> <ul style="list-style-type: none"> • Our 14 interns joined the council on 28/9/2020 (x2 for six weeks and the remaining 12 will be with us until Christmas 2020). • Remote working has brought additional challenges and there is some reluctance from hosts to take on interns because of this 	
1.10 Further education and skills	Adult Education Service	<ul style="list-style-type: none"> • Transitioning Adult Community Learning provision online • Supporting Keep London Learning to promote Council's learning offer to residents • Understand differential participation in online learning, barriers, and how people are motivated to participate and learn effectively • Continue to engage with Southwark College to develop offer for Southwark young people, including those who are NEET • Develop a more integrated approach with other council teams and council-funded provision that targets disadvantaged groups. • Adopt a more targeted approach to family learning that works closely with 	Ongoing	<ul style="list-style-type: none"> • Analysing demand for Adult Education and engaging with residents who may be missing out 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		schools and libraries to maximise impact and supports disadvantaged families across the borough			
1.11 Careers IAG offer	Better Placed, LLS, / Local Economy Team / Education	<ul style="list-style-type: none"> Continued development on Digital Careers Service in partnership with LSBU Continue work on all age careers framework Improved IAG coordination and establishment of a NEET panel to support 16 and 17 year olds. Develop and provide an Education led summer and autumn term support programme for Y11 transition for 16 year olds into September destination education and training options to reduce NEETS. IAG for 16-25 SEND EBA offering programme to develop mentoring, employability workshops, work experience, career talks, etc. 	Ongoing	<ul style="list-style-type: none"> Working towards Digital Careers Service pilot in partnership with London South Bank University. Progress delayed while contracting and commercialization arrangements are agreed with LSBU 	Medium
1.12 In-Work Progression	Better Placed, LLS	<ul style="list-style-type: none"> Review Southwark Works' IWP offer Continue to develop LLS in-work progression offer Leverage inward investment for the programme 	Ongoing	<ul style="list-style-type: none"> Although labour market has changed, the need to increase support around in-work poverty remains Inward investment opportunities/ funding environment strictly limited at this moment 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<ul style="list-style-type: none"> Challenge of identifying sources of external funding We await clearer picture on additional funding available to local authorities to address labour market impact of Covid-19 	
1.13 Section 106 review	Planning and Local Economy Team	<ul style="list-style-type: none"> The Section 106 and CIL SPD will be updated as set out in the Local Development Scheme 	Ongoing		Medium
1.14 Devolution	Southwark Council / Better Placed LLS / Skills Partnership / CLF / London Councils	<ul style="list-style-type: none"> Effective lobbying for further devolution of funding around skills and employment support and the apprenticeship levy to deliver better, sustained outcomes for residents Lobbying related to government Covid-19 recovery, including 'back-to-work' initiatives 	Ongoing		Long term
1.15 "Kickstart"	"Better Placed" and Local Economy Team	<ul style="list-style-type: none"> Become a Kickstart Gateway organisation Engage businesses to gauge local appetite for hosting placements and their support needs 	Ongoing	<ul style="list-style-type: none"> Southwark Council has been verified as a Gateway organisation Expression of interest survey: as of 14/10 there were 120 businesses in the Lambeth, Lewisham and Southwark scheme 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> • Submit a bid to the DWP • Commission “wrap-around” services for young people • Commission support service to businesses hosting a placement 		<ul style="list-style-type: none"> • 100 businesses are signed up to a series of engagement events taking place week commencing 19/10 • These sessions will determine the business support that is required to ensure meaningful and quality placements • Challenges will be ensuring placements are good quality. We are mitigating this by engaging businesses early in order to explain expectations for their placement to come through the Southwark scheme • Another challenge will be ensuring the referral pathway between the DWP and placement is efficient for the young people; we are also seeking clarity from the DWP regarding benefit conditionality 	
1.16 Opportunities for young people campaign	Local Economy Team (LET) and Communications	<ul style="list-style-type: none"> • Launch a new campaign, focussed on young people, to promote the wealth of opportunities available to them locally <p>Phase 1:</p> <ul style="list-style-type: none"> • Focus on council-related opportunities, and develop a central page on the council website where young people/parents can 		<ul style="list-style-type: none"> • Cabinet members have agreed the campaign proposals • A map of council funded/delivered services that young people can access for learning, working, and volunteering is being collated for use on the council web page as part of Phase 1 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<p>be signposted to relevant opportunities and support.</p> <ul style="list-style-type: none"> Build a targeted communications campaign to support young people to access this info, and build a mailing list that will showcase opportunities. <p>Phase 2:</p> <ul style="list-style-type: none"> Review activity and plan phase to with report to Cabinet in December 		<ul style="list-style-type: none"> We are also looking at ways to evaluate and monitor the impact of the campaign 	
<p>1.17 Developing a Community Wealth Building Framework (cuts across all 4 themes of Economic Renewal Plan)</p>	<p>Local Economy</p>	<ul style="list-style-type: none"> Development of a draft framework for consultation with Cabinet Members and Chief Officers Economic analysis and identification of the primary issues facing our local economy which can be addressed via the CWB model Examination of current council work under the principles of CWB to enable gap analysis Development of a strategy for working on CWB with fellow “anchor Institutions” in the borough Ensure strategic alignment with other council programmes of work 		<ul style="list-style-type: none"> Outline of approach agreed with Cabinet Member for Jobs, Culture and Skills Skeleton draft framework to be developed for discussion with Members and Chief Officers in new year 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
1.18 Green New Deal for Southwark including support the creation of 1,000 green jobs	Local Economy Team	In development		New Council Plan Commitment	
1.19 Protect, promote and support Southwark's creative and cultural sector	Culture Team	In development		New Council Plan Commitment	

Theme 2: Business

Business support and engagement

2.1 Business advice and guidance <i>SEE ALSO 2.7 – Business support and business support review</i>	Local Economy Team	<ul style="list-style-type: none"> Provision of advice and guidance to local businesses Review medium and longer term business support requirements Support to local businesses on workplace health (PH), Good Work Standard (LET) and London Healthy Workplace Award (PH) to improve longer-term productivity 	Ongoing	<ul style="list-style-type: none"> Business support webpage regularly updated “Business desk” staffed daily , enquiries dealt with and issues logged Mailing list created with regular bulletins issued for direct updates Signposting to Government support 	Immediate
2.2 Consultation with Business Forum, BIDS Business Networks and “anchor institutions”	Southwark Business Forum	<ul style="list-style-type: none"> Regular meetings and updates on recovery planning with local business representatives 	Ongoing	<ul style="list-style-type: none"> Periodic meetings held with Southwark Business Forum and Southwark BIDS including ongoing 	Short-term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> • Networks to have clear opportunities to help shape economic planning and share ownership for recovery work with the council • Clear communications priorities for local business agreed by council and networks ensuring clarity and consistency of messaging • Continue to engage SMEs with schools via BIDS (EBA) 		engagement re the development of this plan	
2.3 “Southwark Stands Together” Listening Events – Business & Employment	Local Economy Team	<ul style="list-style-type: none"> • Business and employment themed listening events scheduled for July 2020 in order to better understand issues faced by BAME communities as businesses, employers and employees • Outputs to inform targeted actions for inclusion in the renewal plan 	Ongoing	<ul style="list-style-type: none"> • Business and employment listening events held in July • The outputs informed five recommendations, including two priority recommendations which have been agreed at Cabinet • Work underway to embed recommendations within work streams, in line with this plan • Engagement process highlighted the need for the council to focus on increasing the diversity of local business owners that it engages directly with • GDPR issues to be examined 	Immediate
2.4 Additional engagement	Southwark Council	<ul style="list-style-type: none"> • Extension of council business engagement activities, specifically targeting smaller businesses not 	Ongoing	<ul style="list-style-type: none"> • Town Centres and High streets Action Plan will include a clear focus on improved engagement at 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<p>currently represented by BIDs or forums</p> <ul style="list-style-type: none"> • Support opportunities for building at hyper local level with renewed focus on working with communities and building capacity in neighbourhoods • Targeted support to BAME owned businesses • Build on the engagement to date via the Southwark Business Desk with approximately 1,800 businesses and using data harvested from enquiries 		neighbourhood level and with BAME businesses	
2.5 “Start-ups in London Libraries” (SiLL) Programme	Local Economy Team	<ul style="list-style-type: none"> • Ongoing advice and support for business start-ups 	Ongoing	<ul style="list-style-type: none"> • SME champion continuing to provide support to businesses on the programme remotely 	Short-term
2.6 Transport	Transport Policy Team / Environment & Leisure (Highways)	<ul style="list-style-type: none"> • Understanding the role of transport in the local economic recovery • A priority programme creating space for social distancing in response to the Mayor of London’s London Streetspace Plan (LSP). This includes road closures, timed closures, widening of footways and cycling infrastructure, all of which are measures that the Movement Plan supports for tackling the climate change crisis and vision zero (road safety). 	Ongoing	<ul style="list-style-type: none"> • Emergency social distancing measures installed and Experimental Traffic Orders (ETOs) to enable retailers to reopen. Details of schemes here: http://moderngov.southwark.gov.uk/mglssueHistoryHome.aspx?Id=50023147&Opt=0 http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7148 	Short-term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> • Shared communications and business engagement planning with TFL on local transport issues • Consider impact of changing travel patterns on value of more locally focused business models • Implementation of Streetspace led to road closures and banned turns within the Walworth Low Emissions Neighbourhood under experimental traffic orders to create more circulation space and to make it easier for walking and cycling. • Commissioned a study to review use of loading bays and potential to make these bookable for permit holders only, in order to make best use of kerb space, and free it for pedestrian circulation 		<p>http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7153</p> <ul style="list-style-type: none"> • The council responded to the LSP by drafting its SSP (Southwark Streetspace Plan), which is the only plan in London that includes climate change targets • Programme of pavement widening and road closures in: Rye Lane, Bermondsey St, Dulwich Village and Walworth Rd. • Supporting TfL's Streetspace measures in: Borough High St, St Thomas St, Tooley St and The Cut • Segregated cycle routes and a number of measures to promote safe cycling and walking • Highways have closed Rye Lane to motorised traffic other than a 3 hour delivery window (Mon-Sat) • Shared communications to reopen Cycle Superhighway 4, and ETO to close The Cut. 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<ul style="list-style-type: none"> • Delivering measures on main roads depends on TfL's capacity and agreement. • Working with Cross River Partnership on study to identify sites for micro-distribution centres. • Ongoing costs to hire barriers is significant and some enforcement measures needed as some shop keepers continue to display their goods on the highway narrowing pavements • A vocal minority of motorists resisting change and some negative public feedback in terms of increased journey times. • Pressure on staff to deliver at crisis levels for an extended period 	
2.7 Business Support including Business Support review	Local Economy Team	<ul style="list-style-type: none"> • Review medium and longer term business support requirements, including use of the London Growth Hub offer locally • Back new and growing green business and social enterprises, with help to 	Ongoing	<ul style="list-style-type: none"> • Fed into London Growth Hub's business support map and awaiting next iteration of the map • Work underway to draft an approach to the business support review, taking into account the impact of 	Short term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
	Planning	<p>access business support, affordable workspace and finance to help to deliver the new infrastructure Southwark needs</p> <ul style="list-style-type: none"> • Implement Southwark Pioneers Fund • Develop a programme of support for social and community enterprise through the Local Access Partnership (LAP) – <i>see also 2.10</i> • Monitor number of businesses supported through the Start up in London Libraries project (SiLL) – <i>See also 2.5</i> • Continue to facilitate new affordable workspace provision – <i>see also 2.16</i> • Consider role of self-employment support during rise in unemployment: Start-ups in Libraries (SiLL) + South London Innovation Corridor (SLIC) programmes • Understand future business support needs and key sectors / demographics requiring specific support e.g. female and BAME owned enterprises, key sectors such as creative, digital, hospitality • Support for initiatives to support businesses, including OKR business network and Southwark workspace provider list 		<p>Covid-19, a focus on green jobs and alignment with Southwark Stands Together</p> <ul style="list-style-type: none"> • <i>See workstream 2.9 for business hardship Support to date.</i> Grant schemes will be monitored / considered as lockdown directives are given by the government • Engaging with businesses to understand the support needs of business owners from all backgrounds requires focus from the council on increasing the diversity of businesses that it engages with directly. Plans to engage with the Consultation Institute to find solutions to increasing diversity of engagement 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
Financial support					
2.8 Government grants, Business Rates and Business rates relief	Exchequer Services	<ul style="list-style-type: none"> • Administering awards of Government grants and rate relief for retail , hospitality and leisure sectors to eligible businesses • Administering grants and communications for businesses in receipt of small business rates relief • Responding to significant increase in Business Rates enquiries • Administration of mandatory and discretionary rate relief for charities • Temporary suspension of debt recovery action; monitoring of indebtedness to the council; development of mitigation strategies and approaches to the management of increased debt 	Ongoing	<ul style="list-style-type: none"> • Business grants scheme is now closed and all eligible businesses making a claim have received a grant payment. Grants worth £64.5m paid to almost 4500 accounts. • Relief with a value of just under £88m awarded to retail businesses with just under 2800 local businesses benefiting. Further relief worth about £750,000 awarded to 45 nurseries. • Contingency plans are being developed to deal with impacts of a move to Tier 3 or other lockdown measures. These would entail forced closure of some local businesses which would then become eligible for additional financial support in the form of grants during closure • Temporary suspension of recovery action for unpaid business rates introduced from March lifted from the end of July and payments and collection have now stabilised. 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<ul style="list-style-type: none"> • Work on development of mitigation strategies and new approaches to management of greatly increased debt are ongoing though we expect to be guided by central Government which has overall policy responsibility for business rates. • Numbers of enquiries from businesses has fallen from spring peak but remains above levels of same period last year 	
2.9 Business Hardship Fund and Discretionary Fund	Local Economy Team	<ul style="list-style-type: none"> • Delivery of a local scheme to provide additional assistance to small local businesses missing out on Government Support • Repurposing of Southwark Pioneers Fund budget • Government funded Local Discretionary Fund design, launch, processing and administration 	Complete	<ul style="list-style-type: none"> • £1.95m previously allocated to the Southwark Pioneers Fund, plus some High Streets Funding, repurposed into a Southwark Business Hardship Fund (SBHF), for those missing out on government support. The £2.1m fund launched on 8 April 2020 and closed in less than two weeks due to demand. 421 businesses supported with grants up to £10k received • The LADGF scheme launched locally on 8 June and closed 3 July. 329 businesses awarded grants of up to £25k from the £3.42m fund • 750 local businesses supported in total 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
2.10 Social and community enterprise	LAP Partnership	<ul style="list-style-type: none"> Support growth of investment landscape for social and community enterprises through the LAP partnership 	Ongoing	<ul style="list-style-type: none"> LAP coordinator has been appointed and will be working across partnership to develop enterprise and investment plans 	Long term
2.11 Local procurement Will also feature under: <i>1.18 Developing a Community Wealth Building Framework</i>	Southwark Council & Business Networks	<ul style="list-style-type: none"> Council and local business networks to work together to explore opportunities to increase local spend to help local SMEs, stimulate the local economy, promote inclusive growth and deliver social value objectives 	Ongoing		Medium
Research and analysis					
2.12 Data	Local Economy Team / Exchequer Services / Better Placed, LLS	<ul style="list-style-type: none"> Harvest data from business engagement activities, including business desk and business rates enquiries, to inform targeted medium term response Work with regional bodies to gain deeper understanding of business needs and validate local conclusions. Understand differential impacts on business sectors of furloughing, grants, redundancy, lockdown exit strategies, establishing key areas of focus of medium term planning 	Ongoing	<ul style="list-style-type: none"> Working closely with Lambeth and Lewisham + CLF & London Councils on business need and support practice Impact on different sectors completed via detailed sectoral analysis Continued conversations with providers in the absence of ethnicity employment data. Tracking kept on impact by age and gender Challenge clear on how little data is available comparing ethnicity and employment and ONS are not 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Careful monitoring of disproportionate impacts of the crisis on particular groups, e.g. women and BAME communities as business owners 		currently expected to produce these relevant data sets	
2.13 Business survey	Public Health/Social Life	<ul style="list-style-type: none"> A borough wide survey commissioned including plans for a survey of local businesses. LET to help shape survey. Seek to include equalities questions to quantify disproportionate impact of Covid-19 on BAME groups 	Ongoing	<ul style="list-style-type: none"> Deadline for completion of survey extended to increase response rate Analysis being carried out by Social Life will feed into review of business support 	Short term
Brexit					
2.14 Brexit preparedness	Southwark Council	<ul style="list-style-type: none"> Council to work with partners to unify work on economic recovery planning with that on Brexit preparedness Understand and mitigate the impact of Immigration legislation, including: <ul style="list-style-type: none"> Impact on EU citizens Impact on wider community Impact on key sectors such as construction, health and social care, hospitality 	Ongoing	<ul style="list-style-type: none"> Cabinet Brexit responsibility transferred to Cabinet Member for Jobs, Culture & Skills. Brexit Panel convened to explore impact of Brexit on borough and local communities – next meeting scheduled for 28 Jan 2020. Report on impact of Brexit to go to Cabinet in January 2021 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
2.14.1 EU Settlement Scheme	Southwark Council Community Southwark	<ul style="list-style-type: none"> Monitor data on settled status applications Continue to promote EU Settlement Scheme to residents and workforce 	Ongoing		Immediate
2.14.2 Business Engagement & Support	Southwark Council	<ul style="list-style-type: none"> Business comms on impact of future trading relationship Engage business in relevant strategic discussions 	Ongoing	<ul style="list-style-type: none"> Mail out to Southwark Businesses on Brexit preparedness in Dec 2020 Updated business information on council website Discussion item for Southwark Business Forum in January 2021 Business representatives being invited to Southwark Brexit Panel in January 2021. 	Immediate
2.14.3 Supporting Communities	Southwark Council Community Southwark	<ul style="list-style-type: none"> Work with Community Southwark on supporting vulnerable communities Consider impact on housing and homelessness Consider use of £300k Brexit Fund 		<ul style="list-style-type: none"> Community Southwark to undertake a survey of VCS on impact of Brexit. 	Immediate
2.14.4 Funding	Southwark Council	<ul style="list-style-type: none"> Consider impact of transition to Shared Prosperity Fund. 		<ul style="list-style-type: none"> Understand changes to SPF Work with VCS to understand impact of loss of EU funds on sector 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
2.14.5 Regulations	Southwark Council	<ul style="list-style-type: none"> To understand impact of change in regulations on procurement Consider impact of Brexit on council contractors. 	Ongoing	<ul style="list-style-type: none"> Up to date procurement guidance available on council website and the Source Departments to review impact of Brexit on commissioned services 	
2.14.6 Food security	Southwark Council	<ul style="list-style-type: none"> Consider impact of Brexit on food security, particularly for the most vulnerable. 	Ongoing	<ul style="list-style-type: none"> Working with Public Health to understand the possible scale of food insecurity and poverty and explore possible mitigating actions. 	
Miscellaneous					
2.15 Regional partnerships	Southwark Council	<ul style="list-style-type: none"> Work closely with regional partners and bodies such as Central London Forward (CLF), LGA, GLA etc. to guarantee effective lobbying in the interests of local business Work closely with neighbouring boroughs to coordinate regional economic recovery 	Ongoing		Short term
2.16 Workspace	Regen / Planning Policy / Local Economy	<ul style="list-style-type: none"> Opportunities to be investigated for more affordable, flexible and/or shared workspaces in town centres 	Ongoing	<ul style="list-style-type: none"> Initial scoping and affordable workspace evidence base completed 	Long term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> • Planning Policy Team to prepare a new Affordable Workspace SPD that will take into account the role of affordable workspace in the economic recovery • Continue to implement NSP policy on affordable workspace provision • Review potential medium-term impact on pipeline of new workspace and on the shared workspace model, linking to sector impacts. 		<ul style="list-style-type: none"> • Monitoring of affordable workspace successfully secured through planning permissions • Affordable workspace Supplementary Planning Document to be prepared • Opportunities for more affordable, flexible and/or shared workspaces in town centres may be impacted by Government changes to “Use Class Order” • Re-opening of Oru, Peckham Levels, Market • Planning approval for Valmar Trading Estate in Camberwell Town Centre • Planning approval for digital hub in UAL development at Eagle Wharf, Peckham • Pevrill Gardens [“Oasis”] – 9 workspace units completed. Managed by Forma Arts Group • 765 Old Kent Road. 40 new artists’ studios opened spring 2020. • The Paperworks opened at 12 Ossory Road. First phase of conversion of former bottling factory to provide 2,700sqm of co-working and light industrial space. • 3,824sqm light industrial space under construction at 2 Varcoe Road, 62 Hatcham Road and 180 Ilderton Road. 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<ul style="list-style-type: none"> 19,468sqm office, studios and storage space under construction on Rich Industrial Estate. 14,967sqm B class space granted planning permission at 221 New Kent Road, 227 Ilderton Road, Devonshire Square and 651-657 Old Kent Road. 	
2.17 Licensing	Environment & Leisure (Regulatory Services)	<ul style="list-style-type: none"> Flexible alternative short-term solutions to assist safe reopening for businesses in the hospitality sector Short term action to support licensed premises that are affecting other businesses with littering, noise and public toileting 	Ongoing	<ul style="list-style-type: none"> Borough wide patrols to check on licensed premises each weekend. NTE police are also part of the team. Education and professional advice given to assist premises to operate safely, but where required enforcement action is taken. This may be by Police around issues of disorder or by licensing officers taking licensed premises to review in the most extreme cases. In areas of concern, signage has been erected addressing the collateral effects of public urination and littering. Additional resources have been drafted in to carry our premise inspections across the Borough giving advice on how to operate in a COVID safe way. Some licensed premises in the North of the Borough are part of an accreditation pilot reflecting Covid compliant operating procedures. 	Short term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<ul style="list-style-type: none"> Additional resources have been drafted in so that the weekend operations can continue and to give additional resilience to the team 	
2.18 New Southwark Plan (NSP) evidence base	Planning Policy	<ul style="list-style-type: none"> A new Local plan for Southwark for the next 15 years, setting out the council's regeneration strategy, development management policies, area visions and site allocations to set the strategic vision for the future of Southwark's distinct places and neighbourhoods and identifying key potential development sites for the delivery of new homes (including affordable homes), jobs and community facilities. Monitor the impact of Covid-19 on future development, including housing; retail and employment land markets, as well as other key strategic policy priorities. 	Ongoing	<ul style="list-style-type: none"> New Southwark Plan re-consultation in progress until 26th October Adoption of NSP Early 2021 Early review to the NSP supported by further evidence base Monitoring of baseline indicators Planning Inspectors raised concerns over the consultation on the amended policies version which meant that the plan required re-consultation prior to the EIP starting. Matters raised by Inspectors at the Examination in Public hearings will require further work to address the issues – one already identified is the change to the use class order and its effect on our policies on A/B/D class uses. Further government changes to the planning system in the coming months regarding the recent Planning 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				white paper may mean more work is required in future plan making– these changes will be addressed in the NSP early review	
2.19 Support Southwark BAME-led and women-led businesses to secure contracts with public sector anchor institutions	Local Economy Team	<ul style="list-style-type: none"> Aligned to the Fairer Future Procurement Framework (FFPF), develop a plan of support to assist local BAME-led and women-led enterprises to bid for and secure public sector contracts <p><i>Work to be developed in tandem with:</i></p> <p><i>1.18 Developing a Community Wealth Building Framework</i></p> <p><i>and</i></p> <p><i>2.7 Business support review</i></p>		New Council Plan Commitment	
2.20 Encourage all Southwark businesses with more than 50 employees to publish their BAME and gender pay gaps	Procurement	<ul style="list-style-type: none"> As part of the FFPF, the council will request all contractors with 50+ employees commit to publish their BAME and gender pay gap on contracts greater than £100k To develop an engagement plan to encourage Southwark businesses to publish their BAME and gender pay gap 		New Council Plan Commitment	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
2.22 Protect, promote and support Southwark's creative and cultural sector <i>(See also 1.18 for employment and skills aspect)</i>		<ul style="list-style-type: none"> Diverse creative and tech businesses supported through business support programmes across the Stride area 		New Council Plan Commitment	

Work stream 3: High Streets and Town Centres

3.1 Evaluating and responding to the impact of the crisis on high streets and town centres	Regen / Planning / Local Economy / E&L / Public Health	<ul style="list-style-type: none"> A coherent and coordinated cross-council approach to recovery for town centres and high streets with clear leadership and emphasis on the role town centres and high streets play in supporting thriving neighbourhoods Develop a coordinated cross council action plan that will support the development of thriving and vibrant high streets and town centres Seek to achieve full occupancy and encourage residents to shop local to deliver a 15 minute city Ensure that planning for town centres is responsive and focused on 	Ongoing	<ul style="list-style-type: none"> Town Centres and High Streets now included in portfolio for Cabinet member for Jobs, Culture and Skills An overarching, cross council Town Centres and High Streets Action Plan is in development Cross-council working group being formed to oversee development and delivery of the plan, to be led by Cabinet Member for Jobs, Culture and Skills Skeleton draft action plan being developed for discussion on further development at November meeting 	Short term
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Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<p>engagement and communication with local businesses and the local community.</p> <ul style="list-style-type: none"> • Consider Town Centre Managers for areas outside BIDs • Consider the commissioning of town centre business activity research to inform the plan for town centres • Promote and support the creation of new local business networks • Consider a marketing campaign to drive high-street revitalisation, increase footfall and encourage spending with local businesses • Future High Streets Fund opportunity to support regeneration of the Old Kent Road, through medium term public sector intervention • Adaptive High Street Strategy developed for the Old Kent Road AAP, with a similar approach to be undertaken in town centres across the borough 		<ul style="list-style-type: none"> • Walworth Road officer group established to coordinate activity across departments. • Bermondsey Blue -£2m grant/loan agreed to support Really Local Group proposal for cinema, café, workspace, at 223 Southwark Park Road • Developing proposals for Paxton Green Time Bank and new library provision at Seeley Drive shops, Kingswood Estate • Elephant Arcade/Castle Square opened • Application submitted for £9.6m grant funding for Old Kent Road through MHCLG Future High Streets Fund. 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Taking a hyper-local approach – e.g. a new approach for shopping parades and estate based shopping areas 		<ul style="list-style-type: none"> Developing proposals for Paxton Green Time Bank and new library provision at Seeley Drive shops, Kingswood Estate 	
3.2 Transport, accessibility and public realm improvements	Planning / Environment & Leisure / Transport	<ul style="list-style-type: none"> Public realm measures – particularly short term measures to ensure safe reopening and enable social distancing on journeys to work, with prioritisation for interventions on trading streets/high footfall areas Maintaining accessibility of town centres and high streets Increased capacity of local cycle storage; reducing burden on public during peak hours transport Changes to parking provision Promotion of alternative delivery methods and a coordinated, flexible cross council approach to fulfilment infrastructure 	Ongoing	<ul style="list-style-type: none"> Established initial Town Centres working group across multiple teams to monitor impact of Covid-19 on town centres along with impacts on town centres under the new Use Class Order Since the lockdown period surveys have been carried out in our main town centres to monitor temporary closures, COVID measures for shoppers and any difference in town centre environment Short-term measures introduced (emergency barriers) to increase social distancing CCTV and Environmental Enforcement team have been spotting and monitoring high footfall areas such as Rye Lane / Walworth Road / Lordship Lane/ Denmark Hill / Camberwell Green to enable and influence decision making on need for potential changes to street scene to enable greater social distancing. 	Short term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				<ul style="list-style-type: none"> • Footways widening programme to shops can reopen. • 60 cycle parking hangars to be installed in 2020/21 (capacity to park 360 bicycles) and will look to install cycle stands in every highways scheme. Funded Cycle Hire expansion will be complex and require extra staff. Helping to identify sites for e-scooter hire. • Business Improvement Districts are promoting alternative delivery methods. They have created a micro-consolidation hub and been funded to promote cycle freight. Working with Cross River Partnership on study to identify sites for micro-distribution centres. • A Council Plan objective is doubling the number of cycle storage units by 2022. There is an accelerated programme of cycle hangar installations now in place for on highway and estate cycle storage units • East Dulwich Controlled Parking Zone went live on 15 September 	
3.3 Making best use of high street and town centre assets	Regen	<ul style="list-style-type: none"> • Taking an asset based approach – including a possible landlords charter, 	Ongoing	<ul style="list-style-type: none"> • Revised Asset Management Plan being prepared to be presented to Cabinet Dec/Jan 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		lettings strategy and a strong approach to minimising vacancies			
3.4 Healthy high streets	Regeneration / Public Health / Environment & Leisure / Culture	<ul style="list-style-type: none"> Ensure strong links between recovery planning for high streets and the Healthy High Streets Framework 	Ongoing	<ul style="list-style-type: none"> Framework implementation has not been reviewed due to COVID and subsequent lack of capacity New “Healthy Place Policy” Officer in Planning will be able to support more integrated approach to reviewing use of the framework in town centre planning 	Medium
3.5 Local Community Infrastructure Levy (CiL)	Regen / Planning / Communities / Public Health	<ul style="list-style-type: none"> Review priorities for local CiL in response to new conditions in town centres and co-ordinate review with consultation responses received on local projects, and any review of Social Regeneration Charters (SRC) post Covid-19 crisis 	Ongoing	<ul style="list-style-type: none"> Local CiL process underway with SRC priorities set for each ward. Priorities for further rounds would need to be agreed via cabinet. Public Health leading the work with “Social Life” looking at a deeper dive to the needs and aspirations in the Social regeneration Charter (SRC) areas. Results are being presented mid October and review of the SRC’s work will take place after that A briefing is being drafted for members which will set out ideas for how we take this work forward over 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				next 6 months and how this aligns with new council priorities	
3.6 Regeneration schemes	Regen / Planning / Public Health / E&L Regulatory Services / Communities	<ul style="list-style-type: none"> Careful consideration of the implications for and opportunities offered by key regeneration schemes in in the borough such as Elephant & Castle, Canada Water and Old Kent Road and how these opportunities can be incorporated into Social Regeneration Charters (SRC) 	Ongoing	<ul style="list-style-type: none"> Community Space in former Newington Library secured as part of plans to refurbish Walworth Town Hall New Southwark heritage and Walworth Library secured at Elephant Park Options for new health hubs being actively pursued at Elephant & Castle / Canada Water with partners Social Life are finalising the interim report for the qualitative, in-depth social research they have done in 6 major regeneration areas (including Old Kent Road and Elephant & Castle). This information will be used to develop the social regeneration charters. 	Long term
3.7 Safe reopening of town centres, high streets and markets	Regeneration / Environment & Leisure	<ul style="list-style-type: none"> Make effective use of the Reopening High Streets Safely Fund 	Ongoing	<ul style="list-style-type: none"> Information added to council webpages re safe re-opening and how to C19 risk assess your business 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Effective communications and awareness raising activity to ensure safe local reopening 		<ul style="list-style-type: none"> Work undertaken helping retail premises to enable effective social distancing within them (posters / maximum numbers inside/one-way aisles, pavement markings for queues/etc.) A bid submitted for the Reopening High Street Safely Fund (£280k). The funding has been committed to the various footway widening schemes across the Borough and the closure of Rye Lane to motorised traffic. The challenge is to ensure the bid submitted is to the satisfaction of central government. If the bid is unsuccessful, the costs for the works already implemented will have to be met from the council's highways revenue budget. 	
3.8 Align goals of Walworth Low Emission Neighbourhood with Economic Development	Environment & Leisure	<ul style="list-style-type: none"> Designing pocket parks in the Walworth Low Emission Neighbourhood with the aim of increasing footfall and dwell time to increase retail activity on Walworth Road and the surrounding area 	Consultation and design phase	<ul style="list-style-type: none"> Still in early public consultation and initial design phase 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
Theme 4: Wellbeing					
Financial wellbeing and resilience					
4.1 Local Welfare	Exchequer Services	<ul style="list-style-type: none"> Local Support Team Southwark Emergency Support Scheme Southwark Hardship Fund Council Tax reduction Scheme CTAX COVID-19 Hardship Fund 	Ongoing	<ul style="list-style-type: none"> Southwark Emergency Support Scheme saw a huge spike in demand from March - May due to economic impacts of the crisis. Support worth more than £1m provided to more than 4000 households in the form of vouchers to pay for food, fuel and other essentials. Demand has fallen since but remains significantly above that for same period last year Numbers of working age households claiming support through the Council's Council Tax Reduction scheme has risen sharply this year – with caseload rising above 18,000 by August. All 18,000 CTR recipients have received additional help with their CTAX bills from Government funded but Council administered CTAX Hardship Scheme – cutting bills by another £139 on average. Advice services commissioned in April 2020. Discussions ongoing about the need for additional support in 	Immediate
	Communities	<ul style="list-style-type: none"> Commissioned advice providers 			

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
				response to increased demand and vehicle that might be best for delivery of this	
4.2 Indebtedness	Exchequer Services	<ul style="list-style-type: none"> Temporary suspension of debt recovery action for Council Tax, Rents and leaseholder service charges; monitoring of indebtedness to the council and development of mitigation strategies and approaches to the management of increased debt 	Ongoing	<ul style="list-style-type: none"> The temporary suspension of recovery action ended in all areas from July end & income payments have begun to stabilise. Work to develop mitigation strategies and new approaches to the management of greatly increased debt are ongoing The Council is working with Money and Pension Advice Service and local 3rd sector organisations as it does so 	Short term
4.3 Community Hub	Communities / Regeneration	<ul style="list-style-type: none"> Identification and contact of local shielded and vulnerable residents Delivery of food parcels Review of community hub may present opportunities for longer term solutions to food insecurity Explore further opportunities to work with Voluntary & Community Sector on potential solutions to key issues such as food insecurity 	Ongoing	<ul style="list-style-type: none"> Moved St Giles Trust and Central Southwark Hub into council building at Wilson Road Camberwell on an interim basis Works started on Peckham Pantry on Peckham Park Road Procurement underway to refurbish 231 Old Kent Road to provide base for Southwark Young Advisers and consultation hub. 	Immediate

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
4.4 DWP liaison	Exchequer Services	<ul style="list-style-type: none"> Working closely with DWP – Understanding data on unemployment, Universal Credit (UC) and in-work benefits. Local Support Schemes, UC etc. 	Ongoing	<ul style="list-style-type: none"> Tracking changes in UC claimant count at local level and changes to the make-up of the new post COVID-19 claimant cohort. Number of LBS households claiming UC has more than doubled since the start of the pandemic – from 20,000 in February to more than 44,000 currently. The UC claimant count is expected to rise further following closure of furlough scheme for employees from end of October New claimant cohort is younger, more evenly balanced between genders, more likely to live in private rented sector and typically more highly educated and drawn from higher socio-economic grades (AB). Evidence nationally is that BAME people make up a bigger proportion of new claimants than the pre-COVID claimant cohort and that those from BAME groups are more likely to have been made redundant “due to COVID” than white claimants 	Short

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
4.5 Living Wage Programme	“Making a Living Wage Place” Programme Board	<ul style="list-style-type: none"> Maintain momentum for the programme in the light of the new economic challenges and help to help drive the national conversation on a new settlement for essential workers 	Ongoing	<ul style="list-style-type: none"> The Living Wage Place Steering Group met 09.09.20 and agreed that action plan targets and approach need to be refreshed in light of the economic impact of Covid. A further meeting is organised for the 29th October Living Wage Week falls on the 9th November; the council is organising a celebration event to mark this and thank all the local businesses who have continued to pay the LW in uncertain economic times. The event will be virtual and is being organised with Lambeth and Lewisham councils 	Medium
4.6 Role of VCS post crisis	Communities	<ul style="list-style-type: none"> Council partnership with VCS and CCG to deliver VCS strategy and improved outcomes for residents including stronger local links through social prescribing to reduce isolation and other impacts Build on partnerships strengthened during Covid-19 crisis response (HUB, mutual aid groups, community directories etc.) Smarter commissioning through the Common Outcomes Framework to improve outcomes for residents including specific post crisis needs 	Ongoing	<ul style="list-style-type: none"> Review of CSV contract planned for October. Preparing to review the Voluntary and Community Strategy scoping will begin in October 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Continue to work to support the VCS to be sustainable e.g. commissioning cycles, workplace health programme, training etc. 			
4.7 Community Fund	Communities / Exchequer Services	<ul style="list-style-type: none"> Grant awards for community projects Council coordination with Southwark Funders resulting in strategic approach to meeting needs through funding 	Scheme closed	<ul style="list-style-type: none"> More than £650k was awarded as individual grants to 238 charities, voluntary organisations and community interest groups Grants would mostly provide food and other essentials to vulnerable groups though other leading uses for funding including support and advice and community engagement Work continues with Southwark funders group and London Funders NSF, And CP grants are being considered now 	Immediate
4.8 Digital resilience and inclusion	Modernisation	<ul style="list-style-type: none"> Data – developing a digital twinning tool to provide real-time/historic data sets on local spending, footfall, traffic data that will inform services better Connectivity – improving access to the internet and broadband speeds for residents and businesses; accessibility of affordable and reliable broadband 	Ongoing	<ul style="list-style-type: none"> Data – we have developed a proof of concept data twinning platform - Project Flux - that provides information on footfall and traffic flows. We are seeking funding for the next phase of its development. We also are in discussion with a financial institution to obtain spend data for 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
	Communities	<ul style="list-style-type: none"> • Digital skills – supporting vulnerable residents and small businesses to gain digital skills; • Equipment and tools – supporting children of a school age to have access to digital devices • Voluntary and community sector supporting residents to be less digitally excluded 		<p>Southwark to understand the economic viability of our high streets.</p> <ul style="list-style-type: none"> • Connectivity – we have connected over 37k properties with gigabit-fast connections and 60 libraries and community halls have a free connection available to residents. We are exploring options with a mobile network provider to provide an affordable broadband solution • Digital skills – Community Fibre are currently delivering digital skills support in the borough. • Equipment and tools –Southwark Works in collaboration with Hubub are offering free devices to residents in need. We are exploring other opportunities in this area • Funding is a primary challenge – seeking funding for an affordable broadband solution. 	
4.9 Poverty reduction work mapping	Public Health	<ul style="list-style-type: none"> • Include a focus on poverty reduction and increasing support for the most vulnerable in the new health inequalities approach • Using rapid impact assessment work to identify who might be at greatest risk of poverty / inequality • Liaising with Financial Inclusion Forum 	Ongoing	<ul style="list-style-type: none"> • The health and wellbeing board has approved the new health inequalities framework. One of the principles is a targeted approach to focus support and services to communities that need it most, including the most socio-economically deprived. Action plans for the framework will be developed over next 6 months. 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
	Communities	<ul style="list-style-type: none"> • Working to improve awareness of services available for people on low incomes, including fuel poverty services • Work with climate change team to deliver actions from the climate change strategy that co-benefit people experiencing fuel poverty • Use outcomes of Social Life poverty deep dive work to better understand experiences of people living in poverty in the borough and inform next steps for this work • Food poverty work. Basket study on food security • Voluntary and community sector to improve awareness of and access to services by further developing online presence • Outcomes delivered by VCS in reducing poverty through the Common Outcomes Framework 		<ul style="list-style-type: none"> • “Social Life” are currently undertaking in-depth research into poverty in Southwark. Outcomes due at the end of October. Social Life will be presenting the results of this research at the financial inclusion forum. • Public Health currently working with Citizen’s Advice Southwark and the South London Energy Efficiency Partnership to increase update of fuel poverty service in Southwark. • Report on delivery of the outcomes framework through the common purpose grants completed. 	
<p>4.10 Affordable finance</p> <p><i>Will link to 1.18 Developing a Community Wealth Building Framework</i></p>	Southwark Council	<ul style="list-style-type: none"> • Promotion of credit unions and other ethical financial services 	Ongoing		Long term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
4.11 Proliferation of betting shops and payday loan shops	Planning Policy	<ul style="list-style-type: none"> Renew work monitoring and limiting proliferation in the aftermath of the crisis (see 3.7 planning policy) 	Ongoing	<ul style="list-style-type: none"> NSP Policy P39 (Betting shops, pawnbrokers and pay day loan shops) continues to be relevant and due to be adopted in 2021 following NSP Examination 	Long term
4.12 Proliferation of Hot Food Takeaways	Planning Policy	<ul style="list-style-type: none"> Renew work monitoring and limiting proliferation in the aftermath of the crisis Link above action to Healthy Catering Commitment & Healthy Shopping Basket studies (3.1) 	Ongoing	<ul style="list-style-type: none"> New Southwark Plan Policy P47 (Hot food takeaways) continues to be relevant and due to be adopted in 2021 following NSP Examination Review of evidence base in New London Plan regarding hot food takeaways near primary and secondary schools (NLP Policy E9) 	Long term
4.13 Employment rights, pay gaps and collective bargaining <i>Will link to 1.18 Developing a Community Wealth Building Framework</i>	Southwark Council / Business Networks / Trade Unions	<ul style="list-style-type: none"> The council, trade unions and the business sector to work together to ensure continued employee representation, employment rights and flexible working practices during a tougher economic climate Continue to embed and promote the principles of equal pay and monitor the impact of the crisis on the gender pay gap and pay inequality 	Ongoing		Long term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> Liaise with community rights organisations to ensure the voices of specific communities in the borough are heard 			
Mental and Physical Wellbeing					
4.14 Strategic Alignment	Southwark Council Children and Adults Commissioning and Public Health / CCG / Local Economy Team / Education	<ul style="list-style-type: none"> Aligning economic recovery planning with the Southwark Joint Mental Health and Wellbeing Strategy 	Ongoing	<ul style="list-style-type: none"> Public Health is re-commissioning the Mental Health First Aid training. The training will be offered to front line council staff, including Housing Officers, Income Officers and Benefits and Council tax teams. This may help support residents who find themselves in arrears, debt or financial difficulties The Joint Mental Health and Wellbeing Strategy is overseen by the Mental Health and Wellbeing Board, co-chaired by the former Southwark CCG and Council's Commissioning Service. This workstream is currently on hold as the Mental Health commissioning function is transferred to Partnership Southwark Mental Health and Wellbeing Strategy's board meeting have been paused as responsibilities are being 	Medium

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
		<ul style="list-style-type: none"> • Developing our understanding of the links between economics, health and wellbeing and planning appropriate joint responses • Public Health internal analysis on economic impact of COVID-19 to guide PH work with employers and partners • Aligning work to reduce 16 and 17 year olds not in education, employment and training with broader development of education, employment and training opportunities 		<p>transferred to Partnership Southwark. A new lead is currently being identified</p> <ul style="list-style-type: none"> • Public Health working with Exchequer Services, Southwark Housing Associations and Guys and St Thomas' Charity to pilot a financial shield project to offer a debt recovery breathing space and creditor co-ordination to residents with long-term health conditions • Project making good progress as it has been prioritised • Some issues with recruitment to project link worker post • PH analysis regularly updated and prioritisation process underway regarding actions that can be pursued. Capacity issues have meant some actions can't be prioritised at the present time 	

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
4.15 Homelessness and housing advice	Housing Solutions	<ul style="list-style-type: none"> • Adapt approaches to preventing and reducing homelessness in context of new challenges and financial insecurity • Find approaches to accommodating and supporting a larger cohort of rough sleepers, including those currently without recourse to public funds • Discretionary Housing Payments • Housing Solutions Team continue to work with Southwark Works and Beam charity to assist homeless clients and those at threat of homelessness with employment opportunities 	Ongoing	<ul style="list-style-type: none"> • The council provided accommodation for 860 single people who slept rough or were about to sleep rough from 23.03.20 to the 01.10 20. Only 104 of these people are living in first stage emergency temp accommodation, with 71 of these 104 people having no recourse to public funds. • 48% increase in homeless applications as a direct result of COVID19. Over 30 former homeless people have secured employment in this period through the partnership between BEAM and Southwark Works. • The annual Discretionary Housing Payment budget will be spent by the mid part of January 2021, due to increased demand • The council will spend £10 million above the budget provision for this area of work during the current financial year, due to the challenges caused by COVID19. Government funding for this area of work is low and the economic fall-out of COVID19 is expected to lead to an increase in homelessness and evictions from Private Rented Sector landlord properties. 	Short-term

Workstream	Lead	Key Tasks and Actions	Completion	Monitoring and Progress	Priority
4.16 Children and young people	Education / Planning Policy	<ul style="list-style-type: none"> • Developing links between schools, colleges and local employers through a Careers Cluster approach (subject to success of ESF bid) • Identify and eliminate barriers to education/employment and training for 16-17 year old – potential NEETS. • Create a pathway with schools and employers for 14-16 year olds at risk of becoming NEET (EBA) • Planning policy to ensure that young people’s needs are a key priority that is addressed, including through growth in the Old Kent Road opportunity area. 	Ongoing	<ul style="list-style-type: none"> • Preparation of Old Kent Road AAP includes dedicated policy for Youth Provision to support new or existing youth facilities and programmes. • Strategic Policies in New Southwark Plan – SP3 Best start in life and P26 (Education places) and P27 (Access to employment and training) to be adopted 2021 	Medium