



Fairer, greener, safer

Delivery Plan
2022 - 2026





Leader's foreword

In May, residents of Southwark went to the polls to decide who should run our local council for the next four years.

They voted for a plan to tackle the cost of living crisis, to respond to the climate emergency and to build the homes local people need. They voted to make our borough fairer, greener and safer. This is why I am proud to launch this Council Delivery Plan, which sets out what we will do and precisely how we will achieve these goals.

I have been Leader for over two years and have seen what incredible work the council can do, standing shoulder to shoulder with the community through the most difficult times. The pandemic may feel like a slowly fading memory, but the health emergency is still with us, and where it may have lifted, it has given way to a new crisis in the fastest fall in living standards our country has seen in decades.

While there are new challenges, we still face many of the same questions our borough has faced for years and even decades – How can we provide the genuinely affordable homes we need? How can we do our bit to tackle the climate emergency? How do we keep our residents safe and our families in the best of health? How do we make sure the next generation has more and better opportunities than the last?

This plan is dedicated to tackling these questions - that the people of Southwark have told us are their priorities - and to ensuring the brightest possible future for all of our communities and neighbourhoods across the length and breadth of our borough.

In Southwark I'm proud that we have a Cabinet which reflects the diversity and talent of our population and a team of council officers who are delivering many nationally leading services. Together we will deliver on the promises we make to you in this four-year plan.

However, we also know the council cannot address these challenges alone. Southwark's brilliant community and faith groups, businesses, schools, universities, wider public services and above all our borough's residents are all key to our collective success. That is why this plan also sets out our commitment to transform the way we work, making Southwark a collaborative council. One that works together with the people and organisations of our borough. Listening and learning from one another, working with you to design the services we provide, empower communities to shape the places they live in and supporting local people to deliver for their community too.

Together, I am confident that we can make Southwark a fairer, greener and safer borough for everyone. I look forward to working with all of you.

Cllr Kieron Williams
Leader of Southwark Council

Introduction

This Council Delivery Plan sets out our priorities and our commitments to the people of Southwark until 2026.

It is an action plan, which will drive the work of the entire council and focus our resource and time to ensure we are pulling together so we can make our borough fairer, greener and safer for all our residents.

Our plan is set out in seven separate themes:

- Transforming our borough
- A thriving and inclusive economy
- A healthy environment
- Quality, affordable homes
- Keeping you safe
- Investing in communities
- Supporting families

These themes will describe how we answer the big questions – tackle the rising cost of living, building more council homes, reducing our carbon emissions, creating new jobs and opportunities and protecting the borough's mental & physical health.

But this plan also sets out how we will get the basics right – supporting our young people to succeed at school, ensuring our older people are cared for, keeping our streets clean and ensuring our homes and neighbourhoods are safe and well looked after.

Our values in action

Everything that we do as a council is to work towards a fairer, safer and greener Southwark. Our values inform how we will do this, and will guide our decisions and determine how we deliver on the commitments that we have made.

Since 2010, when we first stated our vision, many of the challenges have changed and some of the solutions have too, but our

values remain as strong as ever. We remain committed to supporting, standing up for and empowering residents. Our residents are still at the heart of everything we do and they have helped us form the values that underpin the work of the council.

This is why in 2020, when the pandemic took hold and revealed even further the stark inequalities we face, we strengthened our values statement to include a commitment to equality and our opposition to discrimination and racism. As times change we will continue to review and update our values. These values will continue to inform all the work we do across the council and what you can expect from us.

We will:

- Treat residents as if they were a valued member of our own family
- Be open, honest and accountable
- Work for everyone to realise their own potential
- Spend money as if it were from our own pocket
- Make Southwark a place to be proud of
- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism



Transforming our borough

Southwark is a fantastic place, full of brilliant people, community groups, businesses, cultural institutions, schools, university, public services and so much more. However, for many of our residents the amazing opportunities within our borough and wider city feel out of reach. We will work to make Southwark a borough where everyone can participate, supported by a council that is rooted in the communities we serve.

At the heart of our approach will be commitments to empower communities to shape the places they live in and make decisions about the issues which affect their lives; to close the gap in life chances that holds so many people back; and to create thriving and sustainable neighbourhoods.

As part of this commitment, we will work together with the people and organisations of our borough to develop a renewed 2030 vision for Southwark, setting out the long-term change we will collectively work to deliver over the decade ahead. From creating more good jobs, to making Southwark net zero, to ensuring local people have the support they need to live healthy, fulfilling lives.

We will work with the people and organisations of our borough to:

- Create a people powered Southwark:
 - Putting residents at the heart of everything we do

- Empowering communities to shape the places they live in and make decisions about issues which affect their lives
- Working with you to design the services we provide and support local people to deliver for their community
- Close the gap in life chances:
 - Ensuring the whole council is focused on closing the gap in life chances within our borough, so everyone can achieve their potential and play their full part in Southwark's future
 - Working to tackle poverty, racism and discrimination, as well as the inequalities in health, education, housing and employment that hold people back
- Deliver thriving and sustainable neighbourhoods:
- Ensuring wherever you live in Southwark your local area is a great place to live, with all the essentials of life close to your home, including:
 - Investment in your town centre and high streets
 - High quality green spaces and more trees
 - Great fitness and sports facilities
 - Good and outstanding schools
 - A local library
 - High quality playgrounds

Backed by a dedicated team to look after your neighbourhood



A thriving & inclusive economy

Your local council will drive growth and investment in our key industries, make our borough more digitally connected and support our high streets, creating new opportunities, jobs and apprenticeships. We will champion the London Living Wage and drive up standards at work by making residents and businesses more aware of the benefits of trade unions. We will keep more wealth in our community by ensuring the council and our partners buy local goods and services and bringing more services under council ownership and democratic control. We will support you during the cost of living crisis.

We will:

- Support residents hit hardest by the cost of living crisis:
 - Establishing a new Southwark Cost of Living Fund
 - Launching a new Southwark Energy Savers Service, so people on low incomes can access the best advice to keep bills down, whilst cutting carbon emissions

- Make Southwark a Right to Food Borough, working with local businesses, community groups and schools to ensure everyone in Southwark has access to healthy, affordable food within a short walk of their home
- Invest in our town centres and high streets:
 - Launching a new Thriving High Streets Fund to invest in all of Southwark's high streets
 - Delivering major improvements to Camberwell, Canada Water, Peckham, Old Kent Road and Walworth town centres and The Blue in Bermondsey
 - Encouraging the expansion of street markets across Southwark
- Create 2,000 green jobs for local people and open a new Green Skills Centre
- Establish a world class health innovation district, working with our local hospitals, universities and businesses to make Southwark a global centre for urban health and care research and innovation

- Back Southwark residents to start more businesses, co-operatives and social enterprises:
 - Providing extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people
- Growing a network of start-up hubs rooted in our communities
- Delivering more affordable workspace
- Keep more wealth within our community:
 - Ensuring the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women led-businesses and third sector organisations
 - Creating more careers and jobs within Southwark's big employers for local residents, including in our council, NHS, big businesses and universities
 - Bringing more council services in house, including our leisure centres
- Support residents who face the most barriers to employment into jobs
 - Delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations
 - Creating 250 paid internships for young people from disadvantaged backgrounds
- Support residents to gain skills for work, creating 2,000 apprenticeships and 3,000 training opportunities so local people can take up careers in our borough's growth industries
- Improve pay and employment conditions:
 - Creating a new Southwark Living Wage Unit
 - Doubling the number of Southwark employers who pay at least the London Living Wage to all their staff. Working with trade unions and community groups to make the case to employers
- Setting new stronger requirements on employers providing services to the council, to ensure they give trade unions access to the workplace and to make sure they are open to recognising a workplace trade union, where unions are active and have members
- Delivering a major public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership
- Make Southwark a digitally connected borough:
 - Providing free access to the internet through our network of community buildings across the whole borough, so everyone in Southwark can benefit from the digital revolution
 - Making Southwark one of the most digitally connected boroughs, working with internet and mobile providers to extend super-fast broadband connections so more people can access the fastest connections at home or work
- Lead a council that works for you:
 - Introducing new Fair Tax rules so companies that want to provide goods and services to the council have to show they are paying their taxes
 - Ensuring the top of the council's workforce is proportionately representative of Southwark's Black, Asian and minority ethnic population by 2030
 - Improving contact centre performance and bringing complaints down
 - Keeping council tax low, only increasing it to protect services for the most vulnerable, and spending every penny as if it is from our own pocket.



A healthy environment

Your local council will cut carbon emissions and clean up our air. We will keep pollution away from our schools and help you make your home greener and cheaper to run. We will plant more trees and create more parks and nature sites, always seeking to protect and enhance the borough's biodiversity. We will make Southwark a walking and cycling friendly borough and improve public transport. We will keep our streets and our estates clean, increasing recycling rates and reduce waste.

We will:

- Plant more trees:
 - Making Southwark the first inner London council to have over 100,000 trees, so every neighbourhood in Southwark gains more tree canopy cover
 - Working with local people and schools to find locations for and plant 20,000 trees
- Create more and better parks and green spaces, including new parks at Canada water and Old Kent road and, delivering major improvements to Elephant Park and Guy's Park
- Work with local people to create more nature sites, woodlands and urban planting
- Give communities on our estates a new right to have a community garden or food growing plots on their estate
- Work to end the council's carbon emissions:
 - Halving the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030
 - Making the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner, while ensuring we protect the pensions of our staff
 - Reporting annually detailing Council's progress
- Engage Southwark's community in tackling the climate emergency, delivering an ambitious programme of community engagement to help residents get involved in tackling climate change
- Make council homes greener:
 - Rolling out an ambitious programme to upgrade insulation and heating of our council homes
 - Making all of our future council homes projects net zero council homes
 - Ensuring all of our future council homes projects increase biodiversity
 - Piloting Southwark's first 'PassivHaus' council homes
- Reduce carbon emissions from buildings:
 - Introducing new stronger planning rules to make sure all new developments meet high green standards, in both construction and use
 - Streamlining processes for planning applications around new build and retrofit projects that meet high green standards

- Establishing a free green homes advice service for homeowners to help make homes greener and lower carbon
- Streamlining planning applications to green your home
- Establishing a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly
- Act to improve air quality and road safety at every Southwark school:
 - Making more roads outside schools car-free at the start and end of the school day
 - Reducing traffic near schools
 - Providing more green screens, trees and air cleaning for schools
- Create safe, healthy, green streets:
 - Working with local communities to design safer, greener and healthier streets for walking and cycling, prioritising areas with high health inequalities and low car ownership first
 - Improving safety at junctions and crossings
 - Delivering on our Equal Pavements Pledge, working with older people, those with disabilities and limited mobility to make sure Southwark's streets are accessible for everyone
 - Increasing disabled parking
 - Ensuring older and younger people, women and our Black, Asian and minority ethnic communities all have a full say, so we design streets and public transport that works for everyone.
- Improve public transport:
 - Working with TfL to reduce traffic on main roads and to make bus journeys quicker and more reliable
 - Working with the Mayor of London to upgrade Southwark's train and tube stations, including improvements to Peckham Rye, Elephant & Castle, Canada Water, Surrey Quays and South Bermondsey stations
 - Working to secure the Bakerloo Line extension and reopen Camberwell Station
- Make Southwark a Cycle Friendly borough:
 - Doubling the number of cycle hangars so you can store your bike close to your home, stations and in town centres
 - Rolling out more segregated cycle lanes
 - Extending cycle hire
 - Offering free cycle lessons for all Southwark residents
 - Creating new ways for residents on low incomes to access an affordable bike
- Reduce air pollution from vehicles:
 - Delivering 1,000 more electric vehicle charging points in Southwark, so there are more in every neighbourhood
 - Limiting parking next to electric vehicle charging points to electric vehicles only
 - Encouraging people to switch to less polluting cars, with lower parking fees for zero emissions and smaller vehicles across the whole borough
 - Piloting incentives to residents to give up their cars altogether, including installing pocket parks and cargo bike storage on streets where residents agree to go car free
 - Supporting businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes
 - Work to secure investment needed to make all buses zero emissions
- Reduce waste and increase recycling:
 - Ensuring Southwark has one of the highest recycling rates in inner London
 - Extending food waste recycling to estates
- Keep Southwark Clean:
 - Keeping your streets and estates clean
 - Clamping down on fly tipping and graffiti
 - Establishing a dedicated team to look after each neighbourhood
- Deliver a Land Commission to identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing, working with major landowners including the NHS, Transport for London, the Port of London Authority, Dulwich Estate and local faith organisations



Quality, affordable homes

Your local council will start building a thousand new council homes, on top of the 2,500 we have already built or have started. We will improve our estates and give residents a greater say over the services that matter to them where they live. We will look to reduce the number of empty homes and it will give greater support to private renters who are facing spiralling rents and tumbling conditions. We will seek to reduce homelessness and seek to ensure everyone has a home they can be proud of.

We will:

- Build more council homes:
 - Completing our first 2,500 new council homes
 - Starting an additional 1,000 new council homes
 - Build much needed family-sized new council homes
 - Build new council homes for older people, designed for people to live independently for longer
 - Working with residents to find sites for new council homes and design them

- Deliver other kinds of genuinely affordable homes:
 - Starting 500 homes for keyworkers at rents that nurses and teachers from our local hospitals and schools and other key workers can afford
 - Using our planning powers to robustly require new social rent homes in private developments alongside other types of genuinely affordable homes
 - Backing local people to build genuinely affordable homes, supporting them to establish Community Land Trusts, housing co-operatives and partnerships with faith groups that deliver homes that stay affordable forever
- Work with residents to improve our council homes:
 - Strengthening our Great Estates Guarantee
 - Ensuring repairs to council homes are done right first time
 - Clearing the backlog of repairs that has resulted from the pandemic within one year
 - Establishing a new resident-led repairs board to oversee progress in improving the service
 - Providing free independent advice and mediation for council leaseholders who live in their home
- Empower council tenants and resident leaseholders to get involved in making decisions about your home and estate:
 - Providing more support to start a Tenants and Residents Association
 - Providing more support to run key services on your estate like cleaning, repairs and grounds maintenance
- Work with residents to deliver major improvements to the Aylesbury, Tustin, Ledbury and Abbeyfield estates
- Reduce the number of empty homes and rooms:
 - Increasing support for council tenants to rightsize to a home that is right for them, so we can also release more large homes for families living in overcrowded conditions
- Launching a Good Lettings Agency that makes it easy for landlords who have empty homes to let them at affordable rents to essential workers, homeless families and refugees make it free to license a home that is rented through the agency
- Taking a zero tolerance approach to empty homes, using all the powers available to the council to tackle the worst offenders
- Re-letting vacant council homes as soon as possible
- Increase protections and support for private renters:
 - Extending our licensing scheme so private landlords have to meet higher standards
 - Fund free advice services for private sector tenants so support is there if a landlord is acting unfairly
 - Taking a zero tolerance approach to rogue landlords, using all the powers available to the council to tackle the worst offenders
- Keep council homes safe and campaigning for the costs of the cladding crisis are met by developers, not leaseholders
- Guarantee support to everyone who is street homeless in Southwark access to a home of their own





Keeping you safe

Your local council will launch an anti-social behaviour task force and invest in our CCTV network. We will upgrade all our street and estate lighting and work with you to identify and redesign the spots where you feel most unsafe. We will take on misogyny and violence against women and girls, rolling out our women's safety charter to pubs and venues across the borough and delivering a women's safety centre where women can turn to for support when facing abuse. We will work to tackle youth violence, putting young people,

victims and their families at the heart of our work. We will take a zero tolerance approach to hate and seek to make our borough safe for all our communities.

We will:

- Tackle anti-social behaviour:
 - Launching a new £2 million anti-social behaviour task force to provide a highly visible presence to tackle crime and anti-social behaviour hotspots, with more community safety wardens

- Investing in our CCTV network, providing more cameras and more operators
- Upgrade street and estate lighting:
 - Install clearer, safer, greener LED street and estate lighting across the whole borough
 - Work with the community to redesign lighting in locations that are a priority for Southwark residents
- Tackle misogyny and violence against women and girls:
 - Challenging misogyny, working with our schools, employers and community groups to deliver a major campaign to promote positive male behaviours towards women and make clear male harassment and violence towards women will not be tolerated in Southwark
 - Improving public spaces where women tell us they feel unsafe
 - Asking all organisations that operate at night in Southwark to sign our Women's Safety Charter. Including training their staff to support women who report harassment and take action to keep their female customers safe
 - Establishing a ground-breaking Women's Safety Centre, so women experiencing violence or abuse can access all the support they need in one place
 - Working with the Metropolitan Police to tackle male violence against women, and challenge them to work with women to rebuild their trust and confidence in the Met
- Make Southwark safe for young people:
 - Working to end youth violence, putting young people, victims and their families at the heart of our community safety work. Take an evidence-based, public health approach and evaluate all of our efforts to ensure we reduce violence and make young people safer
 - Working with the local community and police to ensure stop and search is used fairly
- Make it clear that there is no place for hate in Southwark, taking a zero tolerance approach to hate crimes





the diversity and heritage of our borough, and will support community-led action with at least £20 million of funding. We will continue to expand our library services and offer more free English, maths and digital skills courses. We will improve community facilities including a new LGBTQ+ community centre and supporting a new Latin American cultural centre. We will make Southwark

welcome migrants and refugees to our neighbourhoods.

We will:

- Work with communities in Southwark to make the borough fairer, greener and safer:
 - Investing £20 million in community-led action, working with residents to set priorities for their neighbourhoods

- Strengthening Southwark’s network of community-led hubs, so all residents can get involved in giving back to your community, find local activities and access free advice on money matters, housing and mental wellbeing
- Continue to expand our library service:
 - Increasing the range of services accessible through our libraries
 - Open a new library on the Aylesbury Estate
 - Opening an expanded library on the Kingswood Estate
- Provide free English, maths and digital skills courses at local libraries or family centres, so everyone in Southwark can participate fully in the life of our borough
- Celebrate Southwark’s diversity, funding local community groups to deliver events and festivals that showcase the diverse histories, music, food and art of our communities
- Improve facilities for Southwark’s diverse communities:
 - Working with the community to establish a Latin American cultural space, run by and for the community it serves
 - Securing a permanent LGBTQ+ cultural space in partnership with the community
- Establish a ‘Southwark Together’ civic leadership programme to empower more people from underrepresented groups to take up leadership roles across our community
- Ensure people with disabilities have a stronger say in the future of our borough, working together to establish a new Inclusive Southwark Forum
- Welcome migrants and refugees to our borough, working with local communities to welcome and support people fleeing persecution, conflict and disasters





Supporting families

Your local council will support residents at every stage of their lives. We will support children and young people to thrive, ensuring our schools are excellent and that they are guaranteed mental health support when they need it. We will offer a range of activities to keep all our residents fit and healthy, including a new council-run leisure service. We will support older people with the care they need through new residential and home care support and it will seek to tackle fundamental inequalities in access to healthcare so that all our residents can stay healthy.

We will:

- Support Children and Young People to thrive:
 - Supporting new families, ensuring residents have a family centre close

by, to access the advice, activities and support to help children thrive

- Launching a new sure-start for teenagers service, so young people and their parents can get support and advice as they grow up
- Guaranteeing mental health support for all Southwark children and young people when they need it, delivered via our ground-breaking Nest walk-in services and support in every Southwark school
- Supporting children in care and care leavers to live in or close to Southwark
- Supporting young people not in education, employment or training (NEETS)

- Ensure our schools are high quality and inclusive:
 - Working with schools to create a 'We Are Southwark' curriculum, so young people at all Southwark schools can learn about civic involvement, respectful relationships and the rich diversity and history of our borough, including the history of our Black, Asian and minority ethnic communities
 - Working with our schools to keep standards high
 - Investing in evidence-based action to improve language and literacy skills for early years and primary children, so every Southwark child can succeed
 - Working with schools to ensure every Southwark child can complete their full school education in school, launching a School Inclusion Charter to prevent permanent exclusions and end off-rolling
 - Completing the expansion of Charter East School so more children can attend a local secondary
- Provide great playgrounds for children of all ages, ensuring that wherever you live in Southwark you have local high quality playgrounds, including play equipment for children with disabilities
- Ensure young people have access to positive activities:
 - Ensuring that wherever residents live in Southwark there are local youth work and sport activities
 - Ensuring access to a mentor for young people who are most in need
 - Putting our new Southwark Youth Parliament in the driving seat, working with them to set priorities for all funding for youth services, as part of our Youth Deal, so together we can ensure it delivers for every Southwark young person
- Enable residents of all ages to stay active and healthy:
 - Establishing a new in-house active Southwark service with access to a wide range of activities across our pools, leisure centres, outdoor gyms, parks and sports facilities
 - Opening a new leisure centre at Canada Water
 - Exploring sites for open-water swimming
- Improve access to mental wellbeing support, launching innovative new mental wellbeing support for adults, designed and delivered with and for people from across Southwark's diverse communities. Including support for parents delivered by parents.
- Introduce support for all unpaid carers, regardless of whether the person they care for gets funded care
- Ensure Southwark residents have access to good quality residential and home care:
 - Rolling out our new Residential Care Charter to ensure all Southwark residential and nursing homes have high standards of care and fair pay for care home staff
 - Ensuring every care home has a Family Forum so you have a place to raise any concerns about your loved one's care
 - Opening more extra care housing
 - Opening a new nursing home
 - Looking for opportunities to bring social care services in house, under the control of user led groups or into cooperative ownership
- Reduce inequalities in access to health care:
 - Working with the community to establish a modern centre for Black African and Caribbean elders run by and for the community it serves
 - Working with our communities and NHS to reduce inequalities in access to healthcare, including those faced by Black, Asian and ethnic minority people
 - Expanding our Community Health Ambassadors network to empower more people to work with their community to increase the uptake of life saving vaccinations and cancer screening
- Provide a defibrillator (AED) for every school and in public buildings to ensure all residents have access to these lifesaving pieces of equipment