



# DELIVERY PLAN

2025-2026

CREATING GOOD LIVES TOGETHER





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# LEADER AND CHIEF EXECUTIVE FOREWORD



Two years ago, we set out our last delivery plan for the council. Today, the progress is clear. We have started on site building our 3000th new council home, we've secured better wages for working people hitting the milestone of over 7,000 local jobs lifted up to the London Living Wage, and created greener, safer streets. Investments in our £2m anti-social behaviour taskforce, enhanced CCTV, and better lighting are making a real difference to community safety.

At the same time, we've invested in opportunities for our young people, with £1.5m in positive activities, a new children's home, and 250 paid internships underway to help young people build successful careers. These efforts are transforming lives and creating opportunities, but we know there is still much more to do.

Over the past decade, Southwark has faced funding pressures and stark challenges like Brexit, the COVID-19 pandemic, and the Cost of Living crisis. Through these difficult times, our borough has demonstrated incredible resilience. I want to thank everyone across our borough - in our community, voluntary and faith groups, local businesses, schools, universities and all of our public services - for the role you have played in not just getting us through these hard times but in going above and beyond to improve the lives of so many people across our borough.

The challenges of recent years – rising inequality, homelessness, economic uncertainty, and a climate emergency – can feel overwhelming. Southwark residents have often been on the receiving end of national and international change they cannot control, and we understand the urgency of tackling these issues head-on. The Cost of Living and housing crisis, and environmental concerns require bold, collaborative action.

That's why we've created Southwark 2030: a shared, ambitious vision for a fair, green, and safe borough where everyone can thrive as part of a strong community. Co-designed with residents and partners, Southwark 2030 sets out the priorities you told us matter the most. This plan turns those ideas into action.

It is built on Southwark's strengths – our vibrant communities, world-class schools, exceptional voluntary sector, and rich cultural heritage – and focuses on tackling the barriers that hold people back.

This work will require sustained effort and creativity. We'll need to challenge ourselves to think and act differently, maximise our resources, and strengthen partnerships across public services, businesses, and communities. Together, we can build on the progress we've made to ensure everyone has the chance to live a good life.

Our Southwark 2030 Delivery Plan is a collective commitment. This plan sets out our priorities to take forward in the first year of delivering our Southwark 2030 strategy, but we recognise that many of these commitments are long-term ambitions and will require ongoing collective endeavour. It describes the work we will do to support our residents and builds the foundations of long-term change towards our vision. While the commitments described will guide the work of the council over the next year, we acknowledge that many will take much longer to deliver.

With your support, we will address the challenges ahead, unlock new opportunities, and build a borough that works for everyone.

We look forward to continuing this journey with you all.

**Cllr Kieron Williams**  
Leader of Southwark Council

**Althea Loderick**  
Chief Executive

# SOUTHWARK 2030: CREATING GOOD LIVES TOGETHER

Southwark 2030 sets out our vision for our borough that together, we will build a fair, green, and safe Southwark where everyone can live a good life as part of a strong community. This plan sets out the action we will take until 2026 as the first steps towards our long-term vision.

It reflects the administration's priorities for continued action, as well as new commitments to build the foundation of change towards 2030. The commitments under the goals describe the direct action which we are taking. These are specific, measurable commitments which will be monitored by a renewed approach to council performance monitoring.

We will also bring forward strategic work with partners and residents under the direction of the 2030 principles. These commitments will lay the foundations of new ways of working to help tackle structural inequalities, harness the impact of preventative approaches, and empower our people.

This will help us develop more cross-cutting, intelligence-led ways of working to enable us to deliver sustainable change with residents and partners.

**"To deliver our vision and goals, we will need to reimagine how we do things and the way we work together."**

Southwark 2030

# WORKING WITH PARTNERS AND GOVERNMENT

Our vision for 2030 will only be achieved if we can engage and empower everyone with a stake in Southwark to contribute their efforts. Just as Southwark 2030 was co-designed by our community and our partners, we acknowledge that delivery must be through local, pan-London and national partnership working.

Through our Anchor Network of partners, we will come together as leaders to find shared solutions to deliver our vision and goals. We will work to develop partnership delivery plans and set out the impact of partnership working in our annual reports.

Many of our actions align with the policy agenda announced by the Government in the Kings Speech. There are direct links from the goals in Southwark 2030 to the Government Bills on renters' rights, children's well-being, mental health, skills, employment rights, and crime and policing measures relating to anti-social behaviour. We will also pay particular attention to the needs and contributions of older people in our community, ensuring they are supported and valued as integral members of Southwark.

We will ensure that our delivery plan is flexible and adaptable to enable us to take advantage of opportunities from national and regional government, for instance in supporting schools to deliver the recently announced investment in breakfast clubs.

**"This strategy means action. Delivering our vision and goals will require collective and sustained action by everyone with a stake in our borough."**

Southwark 2030

The council will continue to be in active contact with the Government to offer our support as a pathfinder for innovation and change, and further develop our relationship with the Mayor of London and the GLA as more devolved power and resources are directed to London.

We will also continue to champion the interests of our residents and our borough by campaigning on issues such as the Future of Council Housing, our leadership to secure an extension to the Bakerloo Line, and our proud advocacy for refugees and asylum seekers.

# DELIVERING SOUTHWARK 2030

We need to create the right foundations for delivering Southwark 2030. This will involve creating a delivery approach that has our principles at its heart with the relationships, practical tools, support, and capability to deliver impactful change.

## Our Southwark 2030 delivery approach

- 1. Whole Council approach to delivering change:** The transformation delivered through Southwark 2030 will be truly cross-cutting and collaborative with residents, staff, and partners. It will break down silos, focus on the whole system and enhance relationships.
- 2. Working in partnership:** We will develop shared plans with our partners on areas where working together will have the biggest impact.
- 3. Leveraging our principles to achieve impact:** Long-term change will be led by a relentless focus on our principles: reducing inequality, empowering people, and investing in prevention.
- 4. Being insight-led:** We will create a rich understanding of each goal area, including resident insight, engagement, local data, information about Southwark's collective strengths and assets, and the challenges we face in the borough. We will unlock a deeper understanding of residents' lives through our approach to evidence and engagement.

## DEVELOPING A GOOD LIVES OUTCOMES FRAMEWORK

Measuring the impact of Southwark 2030 is critical to ensuring that we are successful in delivering our strategic vision.

Our outcomes framework will provide a clear and structured way to measure the impact of the strategy. It will ensure that as we progress delivery, we are moving in the right direction and that Southwark residents benefit from our work. It will also provide a transparent view of change, holding the organisation to account for delivery.

### Delivery commitments:

- 1.** We will create clear and compelling outcomes for each goal. These will be designed to be aspirational outcomes for Southwark, focused on the positive change that residents will experience.
- 2.** We will develop a full Good Lives outcomes framework that includes:
  - The high-level outcome we want to achieve.
  - Measurable indicators that allow us to understand progress and whether delivery of the outcome is being achieved; this will include our resident satisfaction measures, a variety of UK and Local Government data sets, wider customer and socioeconomic information and our own evaluation data.
  - We will align our delivery plans to the achievement of these outcomes, taking an evidence-based approach; drawing on our understanding of what works, and piloting new approaches where there are opportunities to innovate.
- 3.** We will baseline the outcomes framework and report annually on progress with a published report to Cabinet.



# OUR PRINCIPLES

The principles of reducing inequality, empowering people, and investing in prevention are themes which run through all of our actions.

## Reducing inequality

We know that the significant inequality in Southwark holds our community back. We are committed to ensuring everyone can access the opportunities, resources, and power they need to thrive. This is the core underpinning principle driving all our commitments.

Our work will help us better understand the impact of inequality in our borough, helping us to gain a more detailed, evidence driven understanding of the experience of people who face discrimination and disadvantage in Southwark.

## Empowering people

This principle puts residents in the driving seat of their own lives. By sharing and integrating learning from engagement across all partners, we can better understand the views and experiences of our residents so that we can meet their needs.

In delivering our goals, we will listen more deeply to residents as individuals with specific assets, needs and expectations, rather than just in relation to problems or issues to be resolved. This means we can better meet those needs with the right solution from the right organisation at the right time.

## Investing in prevention

In Southwark 2030, we have committed to investing our time, capacity and resources towards help that prevents rather than responds to crises.

This means focusing our resources on helping people to live a good life, and creating a local partnership environment where people can access support, relationships, and practical help at any time, not just when they have a problem.

**"If we are to deliver on the promise of this strategy, we will need to unleash the collective talents of residents, communities, organisations and businesses for the good of everyone who calls Southwark home."**

Southwark 2030







# Goal 1: Decent homes for all

People live in safe, well-maintained homes

A decent home is the foundation of a good life. Safe, well-maintained, and genuinely affordable housing is essential for the health, stability, and wellbeing of Southwark's residents.

Southwark is London's largest council landlord, 40 per cent of residents live in one of our homes and we are driving forward one of our country's largest affordable home building programmes. Housing remains one of the borough's most significant challenges, with over 17,000 households waiting for a home, rising numbers of people experiencing homelessness, and persistent issues of overcrowding, damp, and disrepair. We have a unique responsibility to lead by example in providing high-quality homes and advocating for national policies to support the future of affordable, good quality housing. We are working to improve housing across all tenures, improving services for tenants and leaseholders, building new homes and campaigning at a national level to tackle the housing crisis.

## Key achievements:

- **New council homes:** Southwark has built over 650 new council homes in the past two years alone, more than any other area, with more on site being built today.
- **Repairs:** We successfully tackled the repairs backlog created through during the covid pandemic period, when social distancing rules meant many repairs in people's homes could not be undertaken, and have introduced repairs action days.
- **Significant investment in housing quality:** We are investing £200m for repairs and improvements to council housing over two years, focusing on issues such as damp, mould, and fire safety.
- **Support for renters and vulnerable residents:** We have successfully rolled out one of the largest landlord licensing schemes in England, enabling the council to take legal action against 120 rogue landlords and improve conditions in the private rented sector.
- **Building for our changing population:** We are dedicated to designing and building homes that are not only safe and comfortable, but also accessible and supportive of independent living by incorporating accessible features. We aim to ensure that older people and residents with disabilities can continue to live with dignity.
- **Tackling homelessness:** We helped over 100 people sleeping rough into secure, long-term homes.

## Priorities going forward:

- **Improve housing standards:** We need to strengthen the council's role and performance as a landlord by improving the speed and quality of repair services, ensuring all council homes meet the highest standards of safety and quality and holding ourselves to high standards as a landlord. We also need to develop our powers to hold private landlords accountable for maintaining decent standards in the homes they let, and ensure all temporary accommodation is good quality.
- **Increase the supply of affordable housing:** We need to find more ways to build more genuinely affordable homes. We will continue to work with the community, businesses, government and investors to deliver homes that meet local needs.
- **Reduce homelessness and overcrowding:** We will build on the success of initiatives such as Housing First, which tackles the root causes of homelessness by providing people with stable accommodation and tailored support. This will include guaranteeing support to everyone who is sleeping rough in Southwark to move off the street and into suitable accommodation, as well as bringing more empty homes back into use.

## Action area 1: Improve the standards of council, social and private rented homes

### Commitments:

1. Agree a Good Landlord Plan setting out the work we will do to improve our homes, estates and services for our tenants and leaseholders.
2. Upgrade our council homes, investing £250m over the next three years to make them safer and healthier.
3. Further improve our repairs service, so repairs to our council homes and estates are done on time and right first time.
4. Renew the Aylesbury, Tustin, Ledbury and Abbeyfield estates, delivering better homes and community facilities for residents on the estates.
5. Upgrade our district heating networks, making our older and less efficient networks more affordable, reliable and green.
6. Increase the voice of our council tenants in our services, including by establishing a Housing Management Board, with residents on the board.
7. Improve our services for our leaseholders, trialling leaseholder surgeries on our estates, publishing more detailed information online and establishing a new leaseholder-led board to challenge and strengthen our services.
8. Extend our private sector licensing scheme across the borough so landlords have to meet higher standards.
9. Ensure private tenants have access to free advice services, so support is there if your landlord is acting unfairly.

## Action area 2: Increase the number of genuinely affordable homes in our borough

### Commitments:

10. Complete our first 2,500 new council homes and continue our work to deliver 1,000 more.
11. Continue to maximise the number of social rent homes delivered in our borough through the planning process, alongside other types of genuinely affordable homes.
12. Build new keyworker homes in Bermondsey.
13. Work with the community to build new community land trust homes in Peckham.
14. Work with the community and partners to find opportunities to build more genuinely affordable homes, including council, social rent, key worker, co-operative and community land trust homes.
15. Deliver new homes designed to enable people to live independently for longer, including homes for older people and people with disabilities and care needs.

## Action area 3: Reduce the number of people who are homeless or live in overcrowded housing

### Commitments:

16. Guarantee appropriate support to people sleeping rough in Southwark to move off the street and move into suitable accommodation.
17. Improve support for people who are homeless or at risk of becoming homeless, launching a new improved face-to-face service.
18. Further increase support for council and social housing tenants to move to a home that is the right size for their needs.
19. Bring more empty homes back into use across the private, council and housing association sectors.
20. Make sure that all our temporary accommodation meets our Good Homes Standard.





## Goal 2: A good start in life

Children and young people have a great childhood that builds on a very solid foundation for adult life

Ensuring children and young people have a good start in life is the foundation of achieving all our other goals.

Working with our partners we have achieved excellence in education with 96 per cent of schools graded as Good or Outstanding, safely reduced the number of children in care, delivered 10 years of free school meals and are delivering ground-breaking mental health services for young people. We are investing in children and young people and delivering services together that support all aspects of their lives.

However, deep-rooted challenges persist in Southwark. Residents have consistently highlighted concerns about the impact of rising levels of poverty, growing mental health issues and the legacy of the pandemic on young people.

38 per cent of children are living in poverty in Southwark. More children than ever in Southwark have special educational needs. With a highly transient population, a lot of children start their life in other areas, including unaccompanied asylum-seeking children. 30 per cent of children in our secondary schools do not live in the borough and we also have a high number of care leavers. These factors can create challenges in ensuring that all young people have a happy, healthy start to life. We want all children and young people to have access to out of school opportunities, to be active, take part in culture and have experiences that enrich their lives.

### Key achievements:

- **Excellence in education:** Through our Keeping Education Strong strategy, developed with schools, we are working towards ensuring all children in the borough have access to high-quality education and attainment gaps are falling, with 96 per cent of Southwark schools graded as Good or Outstanding.
- **Free school meals:** We have celebrated 10 years of providing free, healthy school meals to primary school children and expanded the programme to include secondary school pupils, benefiting thousands of families and helping to tackle child hunger.
- **Youth investment:** We delivered the £15m Southwark Youth New Deal, which has provided access to health, scholarships, education, social, and employment opportunities for young people. Through our Southwark Scholarship scheme to help young people aged 18 – 25 to pursue higher education, we have allocated seven university scholarships to the latest cohort, building on the 140 students supported over the last decade by covering the full cost of tuition fees for their chosen undergraduate degree.
- **Improving mental health support:** We became the first council in England to commit to providing mental health support for all children through services such as the Nest Mental Health drop-in service and our Improving Mental Health and Resilience in Schools programme.
- **Safely reducing the number of children in care:** We have strengthened early intervention and family support services, resulting in the lowest number of children entering care in the borough's history and ensuring more families receive the help they need to stay together.

## Priorities going forward:

- **Support families:** We want to provide accessible, tailored support to families, with services designed around their needs. This includes expanding early help initiatives and creating stronger partnerships with voluntary and community organisations.
- **Close educational attainment gaps:** We will work with schools to have a strong focus on reducing disparities in achievement for children with special educational needs and disabilities (SEND) and those from disadvantaged backgrounds, ensuring all children can reach their potential.
- **Expand opportunities for young people:** Children and young people should lead rich lives in our borough. We want all young people to have access to free or low-cost extracurricular activities, including sports, arts, and cultural programmes. We will expand our offer and make greater use of our libraries for youth services. We will further develop our Sure Start for Teenagers approach, linking with the integrated Children & Family Hubs for seamless 0 to 19 support for children and parents.
- **Invest in evidence-based approaches:** For example, we will take action to improve speech, language and literacy skills for early years and primary children, so every Southwark child can succeed.

## Action area 1: Support families to give their children the best start in their early years

### Commitments:

21. Strengthen the services provide by our children and family centre, so families can access the advice, activities and support they need to help their children thrive.
22. Support families to take up their entitlement of early education and childcare for their children.
23. Work with our schools to keep standards high.
24. Invest in evidence-based action to improve speech, language and literacy skills for early years and primary children, so every Southwark child can succeed.
25. Deliver our new Sure Start for Teenagers service, so young people and their parents can get support and advice as they grow up.
26. Further extend Southwark's nationally leading free school meals offer, working with schools to roll out free breakfast clubs for more primary school children.
27. Complete the expansion of Charter East School so more children can attend a local secondary.

## Action area 2: Improve outcomes for children who face disadvantage, including those with special educational needs & disabilities

### Commitments:

28. Deliver more special educational needs and disabilities provision in Southwark so children, young people and parents can access the support they need close to home.
29. Work with Southwark schools to increase inclusion and ensure children can complete their full school education in school with support from the right services.
30. Support more children in care and care leavers to live in or close to Southwark.
31. Work with partners to support more young people with special educational needs and disabilities into good jobs.

## Action area 3: Ensure all young people can participate in positive activities

### Commitments:

32. Upgrade playgrounds across the borough so wherever you live you have a local high quality, inclusive and fun playground.
33. Provide a wide range of youth services and activities for young people across the borough.
34. Deliver a free and low-cost holiday food and fun programme for the children who need it most, so every child can access positive activities and be well fed during school holidays.
35. Support school leavers into education, training, and employment.





## Goal 3: A safer Southwark

Crime is low and people feel safe

Over the past two years, we have listened to residents' concerns and prioritised tackling crime hotspots, supporting victims of violence, and improving relationships between communities and local policing.

Our approach going forward will focus on supporting residents to feel safe in their neighbourhoods, designing interventions with the community, and sustaining enforcement efforts.

Safety is a fundamental need for all residents, but concerns about crime, antisocial behaviour, and violence remain a top priority for Southwark. Residents, particularly women, LGBTQ+ communities, black communities, and young people, have expressed fears about their safety in public spaces, on the streets, and within their homes. Southwark's crime rates are above the London average, and trust in policing remains low, with only 65 per cent of residents saying they trust the police.

### Key achievements:

- **Antisocial behaviour taskforce:** We launched a £2m taskforce, deploying community wardens to crime hotspots, addressing local concerns, and reducing disorder. This initiative has been supported by a £3m investment in upgrading CCTV across the borough, with over 500 cameras now monitoring public spaces 24/7.
- **Women's safety:** Working with our partners, we have created 22 safe havens for women, including London's first cross-borough initiative with Lambeth Council. Our award-winning 'Through Her Eyes' campaign, which addresses harmful attitudes toward women and has been adopted by over 1,000 schools across London.
- **Youth violence prevention:** We have supported more than 100 young people through the Community Harm and Exploitation Hub, helping those at risk of involvement in violence. Additionally, young residents helped train 100 police officers to improve the fairness of stop-and-search practices.
- **Policing Oversight Board:** This new board has been created with diverse community representation to provide oversight of the Police Trust and Confidence Improvement Plan. It will work towards improving trust and communication between police and the community through offering challenge and advice on critical issues such as stop-and-search, body-worn cameras, and taser use.

## Priorities going forward:

- **Being resident-led:** We need to go further to ensure that residents are driving our community safety priorities and that communities are helping us to design safe public spaces and neighbourhoods.
- **Tackling crime and antisocial behaviour hotspots:** We will increase targeted interventions in high-crime areas, focusing on sustaining the work of our antisocial behaviour taskforce and investing in long-term community safety solutions.
- **Reduce violence against women, children, and young people:** We will continue to strengthen partnerships with local organisations to support victims and expand safe spaces and violence prevention programmes.
- **Improve trust in policing:** The council will continue to play a key role in strengthening relationships between residents and police through initiatives like the Policing Oversight Board.
- **Improve the public realm:** Enhancing lighting and CCTV in crime and anti-social behaviour hotspots will help to create safer and more inclusive public spaces, especially for women and young people.

## Action area 1: Make our borough safer by tackling crime & anti-social behaviour hotspots and their causes

### Commitments:

36. Tackle the root causes of crime that may lead people to offend, working with partners and communities to prevent crime.
37. Tackle crime and anti-social behaviour hotspots, using evidence to identify problems, establish a visible presence with the police, and working closely with communities on their concerns.
38. Upgrade our boroughwide CCTV network with new high-definition cameras.
39. Complete our installation of clearer, safer, greener LED street lighting across the borough.
40. Improve the public realm and lighting in crime and anti-social behaviour hotspots to create safer public spaces, especially for women, older people and young people.
41. Take active and proportionate enforcement action to tackle anti-social behaviour and enviro-crime in our borough.
42. Deliver a high-profile community safety campaign to make sure residents know about work to improve safety in the borough and how to access help and support when they need it.



## Action area 2: Reduce violence against women, children, and young people

### Commitments:

43. Work to end youth violence, putting young people and their families at the heart of our community safety work.
44. Work with young people to make sure they feel safe on their routes to and from school, and the places that they go to regularly.
45. Work with secondary schools and youth groups to promote positive male behaviours towards women and girls, rolling out our 'Through Her Eyes' campaign to all secondary schools and youth groups in the borough.
46. Build on the success of the 'Through Her Eyes' campaign, we will develop a campaign targeted at adult men to promote positive male behaviours towards women.
47. Continue to grow the partnership of organisations signed up to the Safe Havens programme to provide women spaces they can access when they feel unsafe or at risk.
48. Expand the use of the London Women's Safety Night Charter, asking all organisations that operate at night in Southwark to sign up.
49. Launch a Women's Safety Centre, so women experiencing violence or abuse can access all the support they need in one place.

## Action area 3: Improve trust and confidence in local policing

### Commitments:

50. Challenge and support the police to rebuild trust and confidence in local policing, particularly among women, young people and the Black and LGBTQ+ communities, including to support the work of the Policing Oversight Board.
51. Work with the local community and police to ensure stop and search is used fairly and appropriately.



## Goal 4: A strong and fair economy

We all benefit from Southwark's economic growth

Southwark is an economic powerhouse in London; our economy is diverse and thriving, generating £20bn a year; however, not everyone shares in this success.

One in ten Southwark households have an income of less than £15,000 a year, and while the borough benefits from a wealth of jobs and business opportunities, disparities in income and employment mean that many residents are struggling. Tackling low pay, supporting residents into good jobs, and ensuring the benefits of economic growth are shared across the community are vital to achieving a fair and inclusive Southwark. We have already taken bold steps to address economic inequalities, from creating thousands of new apprenticeships and jobs to increasing the number of Living Wage employers. Moving forward, we aim to further boost local economies, support people out of poverty, and create inclusive, vibrant town centres that meet the needs of all residents. This includes helping older people, carers, those with disabilities and long-term health conditions to access jobs and training opportunities, ensuring that everyone can contribute to and benefit from Southwark's prosperity.

### Key achievements:

- **Job creation:** We have delivered over 16,000 jobs and apprenticeships, including 1,900 green jobs, as part of our commitment to a greener, fairer economy. We have also trained more than 800 residents in green skills through the London South Bank University Green Skills Hub.
- **Tackling low pay:** Our Living Wage unit has doubled the number of local employers accredited as Living Wage employers, resulting in over 7,000 workers receiving pay increases.
- **Cost of Living support:** We have provided more than £40m through the Cost of Living Fund, including cash payments to struggling families. Free school meals have been expanded to children from low-income families in our secondary schools.
- **SC1 Life Science District:** Working with King's Health Partners, Lambeth Council, and the Guy's and St Thomas' Foundation, we have established Southwark's world-class health and life sciences innovation district, driving investment and creating new employment opportunities.

### Priorities going forward:

- **Create more good jobs and apprenticeships:** We will work to expand opportunities in high-growth sectors such as life sciences and green industries and continue to provide tailored training to help residents access these roles.
- **Support people out of poverty and low pay:** We will go further to increase the reach of the Living Wage scheme and provide pathways for residents in low-paid or insecure work to move into better-paid employment.
- **Supporting our local economy:** We will increase the proportion of goods and services that the council and other big institutions in Southwark buy from local businesses, cooperatives, social enterprises, and charities, including Black, Asian, ethnic minority and women-led businesses and third sector organisations.
- **Revitalise town centres:** Further investment in Southwark's town centres will help to sustain vibrant, inclusive spaces that serve as hubs for businesses, communities, and culture.
- **Create cultural spaces:** We will work with Southwark's diverse communities to ensure they have dedicated cultural spaces that are run by and for the community they serve.

## Action area 1: Create even more good jobs and apprenticeships, and help Southwark residents into them

### Commitments:

52. Complete the creation of 2,000 green jobs.
53. Grow our health and care research and innovation industries, through our SC1 partnership with local hospitals, universities and businesses to create more good jobs for Southwark residents.
54. Increase the proportion of goods and services that the council and other big institutions in Southwark buy from local businesses, cooperatives, social enterprises, and charities, Black, Asian, minority ethnic, disabled, and women-led businesses, and third sector organisations.
55. Help more residents access jobs within the council and with Southwark's big employers.
56. Deliver free support for people who face the most barriers to get a job, including young people, people with disabilities, people with long term health conditions, and parents and carers returning to work.
57. Complete the delivery of 2,000 apprenticeships for local people.
58. Provide localised support to Southwark residents who want to start businesses, cooperatives and social enterprises, with a focus on entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic, and disabled people.
59. Create 250 paid internships for young people from disadvantaged backgrounds over the lifetime of the administration.

## Action area 2: Support people out of poverty and low pay

### Commitments:

60. Support residents through the Cost of Living crisis, working with the voluntary and community sector, NHS, schools and wider partners to get help to those who need it most, including through our Cost of Living Fund.
61. Extend our Southwark Energy Savers Scheme, so people on low incomes can access the best advice to keep gas and electricity bills down.
62. Complete our work to double the number of Southwark employers who pay at least the London Living Wage to all their staff.
63. Deliver a public awareness campaign to make sure Southwark residents know their rights at work and the benefits of trade union membership.
64. Provide free, accessible English, maths and digital skills courses which meet the needs of local people.

## Action area 3: Ensure our town centres thrive and serve our whole community

### Commitments:

65. Deliver a programme of major town centre improvements, including new town centres at Canada Water and Elephant and Castle, a new arts centre in The Blue, improvements to East Street Market and major upgrades to Peckham Library square and Station squares.
66. Support business on our high streets, including through our Thriving High Street Fund.
67. Continue to improve our library services, including through upgrades to Dulwich and Newington libraries.
68. Work with Southwark's diverse communities to ensure they have vibrant community and cultural spaces run by and for the communities they serve, including a new LGBTQ+ cultural space, Latin American cultural space, modern Black African and Caribbean elders centre and Southwark Pensioners Centre.
69. Increase the amount of affordable workspace in the borough, using council, partner, and investor assets.
70. Work with partners to make Southwark one of the most digitally inclusive and connected boroughs in London.





## Goal 5: Staying well

People across our whole community can have good health and wellbeing

Good health is critical to a good life. Over the past two years, Southwark has made significant progress in expanding mental health services, supporting carers, and tackling health inequalities.

Building on this work, we aim to ensure that every resident can access the care and support they need to stay healthy and lead fulfilling lives. On top of our core investment in free school meals, free swimming, the health champion programme and the wide range of public health support in the borough, we will continue to develop opportunities that people enjoy and that support a healthy life. We also recognise the unique challenges faced by older people and individuals with disabilities and will prioritise accessibility and inclusivity in all our health initiatives.

Many residents experience poor mental and physical health, often linked to wider challenges such as housing, income, and social isolation. Addressing these issues through early intervention, preventative care, and community-based support is essential to improving the overall wellbeing of Southwark's diverse population.

### Key achievement:

- **Mental health services:** £2m invested in mental health and resilience in schools, expanding the unique Nest service to nearly 100 schools. This service offers walk-in support for children and young people.
- **Support for unpaid carers:** The council offers a wide range of support to carers, including young carers, ensuring we can meet their needs and they can access the help when they need it.
- **Improving care:** We have introduced our Residential Care Charter to ensure care is safe, high-quality and ethical. 71 per cent of care homes now have a Family Forum so residents have a place to raise any concerns about their loved ones' care. We have 168 Community Health Ambassadors across Southwark. These Ambassadors provide a vital service in their communities, working to increase the uptake of life saving vaccinations and cancer screenings.
- **Addressing health inequalities:** We are tackling health inequalities currently experienced by Black, Asian and global majority residents. Our recently published Southwark Maternity Commission highlighted disparities in outcomes for Black, Asian, and minority ethnic mothers, and committing to transformative changes in maternity care.

### Priorities going forward:

- **Empower residents:** We will ensure all residents are heard in relation to their health and wellbeing. For example, we will ensure the Inclusive Southwark Forum enables people with disabilities to have a stronger say in the future of the borough.
- **Expand access to mental health support:** We want to work with the NHS and partners to ensure timely and comprehensive support for residents of all ages, with a focus on early intervention and community-based services.
- **Tackle health inequalities:** We will strengthen preventative health programmes, particularly in communities facing the greatest disparities in outcomes.
- **Support people with long-term conditions and disabilities:** We will work with the NHS and partners to strengthen services for those managing chronic conditions, ensuring their carers are well-supported.
- **Expand leisure access:** We will deliver a new leisure centre at Canada Water and provide high-quality and targeted leisure provision to improve accessibility and improve health.

## Action area 1: Ensure every child and adult can get the mental health support they need when they need it

### Commitments:

71. Work with the NHS and schools to provide mental health support to all children and young people who need it, including through the Nest.
72. Develop an innovative mental wellbeing support service for adults that is designed and delivered with and for people across Southwark's diverse communities.
73. Ensure that women have access to mental health and wellbeing support during and after pregnancy.

## Action area 2: Help more people stay well, reducing the inequalities in health across our community

### Commitments:

74. Work 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.
75. Continue to improve our leisure centres, outdoor gyms and sports facilities, so they enable more people to have better health and wellbeing, helping to reduce health inequalities, including through major upgrades to Marlborough Gardens, Burgess Park and Brimington Park sports centres.
76. Support people at high risk of ill health including our Black, Asian, and ethnic minority communities to live healthier lives and access preventative care through our 'Health in the High Street' outreach programme.
77. Improve outcomes for women receiving maternity care, working with the NHS and partners across Southwark to close the gap for Black, Asian, and ethnic minority communities and implement the recommendations of the Southwark Maternity Commission.
78. Support the NHS to provide more timely care and reduce waiting lists by integrating health services in local communities.
79. Deliver an accessible borough-wide community toilet scheme.

## Action area 3: Improve the wellbeing of people with long term conditions and disabilities and their carers

### Commitments:

80. Deliver a programme of support for all unpaid carers.
81. Roll out our Residential Care Charter to ensure Southwark residential and nursing homes have high standards of care, with fair pay for care home staff, including every home having a Family Forum so you have a place to raise any concerns about your loved one's care.
82. Ensure the Inclusive Southwark Forum enables people with disabilities to have a stronger say in the future of the borough.
83. Look for opportunities to bring social care services in house, under the control of user-led groups or into cooperative ownership.



## Goal 6: A healthy environment

Our parks, open spaces and environment is clean, green, and healthy

A clean, green, and healthy environment is essential for the health and wellbeing of Southwark's residents and future generations.

Southwark has already taken positive steps to tackle the climate emergency, planting thousands of new trees, improving cycling infrastructure, and funding community energy projects.

By investing in sustainable infrastructure and enhancing natural assets, we can create a greener, healthier borough for everyone. Residents have told us they want to see a fairer approach to tackling climate change that is mutually beneficial for both people and the environment; they would like to see visible leadership on climate, with larger organisations taking the lead, and everyone doing their bit.

The borough faces environmental challenges, including air pollution, the effects of climate change, and unequal access to green spaces. Going forward, we will prioritise clean transport, green energy, and biodiversity to build a sustainable future. We will also ensure that we are adapting to the impact of climate change such as flooding and excessive temperatures.

### Key achievements:

- **Tree planting and biodiversity:** We have planted 13,000 new trees over two years, bringing the total to over 100,000 trees across the borough. We have raised over £1m for nature projects through the Community Investment Scheme.
- **Improved green spaces:** We've improved our much-loved green spaces including Cossall Park, Burgess Park and Victory Park, and refurbishments to 19 council-managed tennis courts across the borough.
- **Clean transport initiatives:** There are over 3,000 new bike hangar spaces as part of the "Streets for People" initiative, promoting cycling and reducing car dependency.
- **Community energy projects:** 22 projects have been supported with £400,000 in funding to reduce energy use and promote sustainability.

### Priorities going forward:

- **Fairer approach to tackling climate change:** We need to continue to innovate to ensure that climate change is tackled in an equitable way.
- **Expand green spaces:** Access to parks and natural areas, biodiversity and environmental resilience will continue to be prioritised. Our Green Spaces Plan will improve parks and green spaces across the borough and boost biodiversity.
- **Promote sustainable and accessible transport:** Continue our successful Streets for People initiative including investment in walking and cycling infrastructure, developing more bike hangars and safe pedestrian routes. We will work with partners to upgrade Southwark's train and tube stations and campaign for step-free access at all our stations.
- **School Streets:** Every local school will have a School Street or other new clean air and road safety measure to ensure all young people experience healthy and safe access to schools.
- **Improve energy efficiency:** We will find ways to access funding to retrofit homes and public buildings with clean, green energy solutions to reduce emissions and energy costs.

## Action area 1: Create more green space and biodiversity for our community to enjoy

### Commitments:

84. Work with local people to create more green spaces, nature sites, woodlands and urban planting and develop a new Green Spaces Plan for our borough.
85. Deliver major improvements to our parks and green spaces across the borough, including Alexis, Bramcote, Elephant, and Guy's parks.
86. Work with local people to create more opportunities to be involved in planting and greening within the borough.
87. Increase the land and support available for residents who want to grow their own food.
88. Ensure neighbourhoods across the borough benefit from more tree canopy cover.

## Action area 2: Help people and businesses switch to healthy, clean and green transport

### Commitments:

89. Further strengthen the council's Climate Change Action Plan to focus on delivery to 2030.
90. Roll out a long-term programme to deliver a safe, connected and accessible walking and cycling network, so wherever you are in Southwark, the walking network is within 200m and the cycling network within 400m.
91. Deliver a programme of Streetspace zones to make our roads safer, greener and healthier, with reduced traffic and more space for people and nature.
92. Act to improve air quality and road safety at every Southwark school, so every local school has a School Street or other new clean air and road safety measure, by 2030.
93. Double the number of cycle hangars so you can store your bike close to your home, stations and in town centres.
94. Work with partners to upgrade Southwark's train and tube stations and campaign for step-free access at local stations, including Nunhead & Peckham Rye.
95. With our partners, we will lead the campaign to secure the Bakerloo Line upgrade and extension.
96. Support Transport for London in their work to make all buses zero emissions.
97. Deliver more electric charging points across the borough.

## Action area 3: Make our buildings energy efficient with clean, green power

### Commitments:

98. Upgrade council homes to make them warmer and greener, helping to reduce bills and carbon emissions.
99. Further strengthen our planning policies to ensure all new developments meet high green standards in both construction and use.
100. Halve the council's own carbon emissions again from operational buildings and vehicles by 2026.
101. Support community energy projects to generate clean power and reduce energy bills.
102. Enable local people and businesses to invest in climate action in the borough through Southwark Green Finance.



# Goal 7: A well-run Council

Leading by example to deliver high-quality, accessible services that meet the needs of all residents

A well-run council is essential to ensuring that Southwark is a great place to live, work, and thrive. The council must lead by example, delivering high-quality, accessible services that meet the needs of all residents.

This requires a relentless focus on value for money, ensuring every pound spent works hard for our community. It also means understanding the diverse needs of our residents, working in partnership with our communities, breaking down barriers to access, and ensuring that resources are allocated fairly to those who need them most. By fostering transparency and accountability, we aim to build trust with our residents and partners and ensure Southwark is a great place to live for everyone.

## Key achievements:

- **Community funding:** We are investing over £20m in neighbourhoods through funds such as CIL, S106, and voluntary sector grants, and delivering simplified grant processes to make it easier for organisations to access support.
- **Culture together:** 21,649 Southwark residents have benefitted from Culture Together grants. This supports a wide range of projects across the borough and contributes to a diverse arts and culture programme, including theatre, dance, and classical music.
- **Excellent libraries:** We have opened two new libraries on the Aylesbury and Kingwood estates and continue to expand the range of services we are offering through our library network.
- **Providing value for money:** As of the latest data, we rank 8th lowest among London boroughs for council tax costs, maintaining our position from last year.
- **Progress in zero carbon pensions:** We have been investing pension funds into zero carbon funds to help tackle climate change.
- **Good rates of resident satisfaction:** 71 per cent of residents are satisfied with the council and 72 per cent residents say they trust the council; these are higher than London averages and LGA benchmarked data.

## Priorities going forward:

- **Deliver high-quality services:** We want to make services easier to access and more responsive to residents' needs, ensuring fair access across all communities. Our services will be highly efficient, providing a good experience and outcomes while maximising value for money. We will improve contact centre performance and customer responsiveness, and increase digital service.
- **Empower communities:** We will work to strengthen Southwark's network of community-led hubs, so all residents can get involved in giving back to their community, find local activities and access free help and advice. We'll also support residents to develop a community plan for each neighbourhood to help people shape where they live.
- **Ensure our workforce is representative:** The council will continue to make progress to ensure that the council's workforce at every level is representative of Southwark's population.
- **Cultivate powerful partnerships to tackle inequality:** Fostering partnerships with residents, businesses, and other stakeholders we will drive innovation and deliver Southwark's 2030 vision. We will develop a State of the Borough Inequalities Report to build a detailed intersectional understanding of the impacts of inequality.
- **Value for Money:** We will increase the value for money of our buildings, reviewing our entire estate and making sure we have the buildings we need, with green and efficient utilities.

## Action area 1: Delivering high-quality, responsive, and effective customer service

### Commitments:

- 103. Working with our diverse communities to design the services we provide and support people to deliver for their community, setting out our approach in a new community engagement framework developed with our communities.
- 104. Strengthening how the council works with the community in our neighbourhoods to empower residents to shape the places they live in.
- 105. Develop a council plan in response to the Southwark state of the voluntary and community sector report.
- 106. Working with all of our partners we will deliver our Borough of Sanctuary action plan to ensure our migrant, asylum seeker and refugee communities can lead good lives in our borough.
- 107. Ensure the council's workforce at every level is representative of Southwark's population.

## Action area 2: working with our communities to deliver change in Southwark

### Commitments:

- 108. Keep our streets and estates clean, delivering our Streets Transformation programme to tackle graffiti and fly tipping hotspots in our estates and town centres.
- 109. Ensure Southwark has one of the highest recycling rates in inner London with an easy-to-use food waste service.
- 110. Continue to improve our contact centre, improving call waiting times and customer responsiveness.
- 111. Increase the number of council services which are available digitally so residents can access them at any time of the day and receive automatic updates.
- 112. Improve the council's complaints service so complaints are resolved promptly and fairly.

## Action area 3: ensuring every pound spent works hard for our community

### Commitments:

- 113. Further strengthen the council's approach to procurement, increasing social value for residents for each pound we spend, including continuing our nationally leading work bringing council services in house where doing so delivers better value for our residents.
- 114. Increase the value for money of our council buildings, reviewing our corporate estate to make sure we have the right building to deliver the services our residents need.
- 115. Make the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner.



## OUR NEXT STEPS

We are turning our commitments into action to deliver Southwark 2030. Building on the principles and goals outlined in the 2030 strategy, we are prioritising delivery plans, measurable outcomes, strengthened partnerships, and collaborative approaches to tackle the challenges facing our borough.

To ensure progress, we will mobilise our delivery across all goal areas. These plans will align with the principles of reducing inequality, empowering people, and investing in prevention. Our flagship projects will drive long-term change, breaking down silos and fostering innovative, cross-cutting approaches to deliver change. These efforts will focus on the areas that matter most to residents.

A key step forward will be the development of our performance framework, which will help us measure the impact and outcomes of our work. By taking an evidence-based approach, informed by local data, resident engagement, and insight from our partners, we will ensure our actions are effective and transparent. Annual reports will provide accountability and enable us to adapt and refine our efforts as we move forward.

Partnerships are central to achieving the Southwark 2030 vision. We will continue to work closely with our Anchor Network of partners across public services, the voluntary sector, and local businesses to develop shared delivery plans.

As we look ahead, our Southwark 2030 Delivery Plan represents a shared commitment to building a borough where everyone can live a good life. By focusing on delivery, measurable outcomes, and collaboration, we will turn our shared vision into a reality—ensuring Southwark is fairer, greener, and safer for all. Together, we can create good lives for everyone.

