

Southwark Economic Strategy 2022-2030

1. Introduction

This strategy sets our ambitions for Southwark's economy at a time of great change and uncertainty.

Simultaneous once-in-a-generation events in Brexit and Covid-19 struck in 2020 and the impacts of both on the resilience of our businesses and communities, already far reaching, will continue to shape their fortunes in Southwark for many years to come.

The climate emergency and Southwark's goal to become carbon neutral by 2030 are driving a further fundamental shift, changing how we think about the economy in terms of emissions, risks from global heating, and how we achieve a fair and just transition to a greener economy.

At the same time, significant increases to the cost of living threaten to drag more people into poverty and further harm those who are already struggling with daily expenses.

Underlying these challenges are questions of fairness and inclusiveness in our economy. The Covid-19 crisis has starkly highlighted the inequalities in the borough and intensified them in many ways. [Southwark Stands Together](#) frames the council's response, working with our communities, to address the embedded racial inequalities that afflict the health and prosperity of Southwark's communities. Its principles will be at the heart of our strategy to see the borough through the years ahead.

From 'local growth' to an inclusive economy

[Our 2017-2022 strategy 'a partnership for local growth'](#) set out ambitious goals for securing Southwark's recovery from the financial crisis and subsequent recession. As an inclusive-growth-focused strategy, the principal aim was to capture the benefits of growth for Southwark residents and businesses, ensuring every resident who wanted to work would be able to do so, emphasising skills development through the Southwark Skills Strategy and supporting small business growth and thriving town centres through our planning and regeneration policies. In partnership with local businesses and the community, we also sought to promote good pay and working conditions and financial inclusion for those in and out of work.

This approach has delivered notable successes. Since 2014 we have supported over 10,000 residents into work (including many of those furthest from the labour market), and created around 4,000 apprenticeships. Over the same period, the council has also cemented its reputation as a business friendly borough, building new strategic partnerships with local businesses. We grew the business base by one-third and increased five-fold the number of accredited London Living Wage employers in Southwark as we became London's first accredited Living Wage Borough. Despite these successes, the challenges of the past few years demand that we revisit our approach.

Southwark will continue to encourage growth, particularly in key sectors such as life sciences and the green economy, and we will redouble our efforts to support local people and businesses to benefit from the opportunities it creates. However, a future strategy cannot rely on growth alone to narrow inequalities in economic opportunity and prosperity within the borough.

Towards 2030 we will refocus towards shaping a more inclusive local economy, working with business and other stakeholders to meet the challenges of the climate emergency, and building economic fairness and resilience within all of our communities and across the economy as a whole.

Achieving these aims will require meaningful engagement and collaboration with communities and partners across the borough. The most influential stakeholders in Southwark – our anchors – will be encouraged to use their economic weight to redirect spend towards local businesses and take action towards opening up jobs, learning and other opportunities for local people. Individuals and communities facing the greatest challenges also often hold the knowledge and creativity to resolve them but lack the necessary support and resources to utilise this knowledge effectively. We will therefore root our delivery of this strategy in the needs of communities and work alongside residents to develop innovative ways of designing and providing support.

We will work collectively and collaboratively to deliver an economy that is fairer, greener and more resilient for the residents and businesses of our borough.

2. A fairer, greener and more resilient Southwark economy

This section sets out what we mean when we use the terms fair, green and resilient to describe the economy we want.

A fairer economy

A fairer economy means a more equitable distribution of benefit and opportunity. That means the outputs of economic growth – such as good jobs, higher wages and business opportunities – are accessible to all. ‘Good growth’ – with high quality jobs and training accessible to local people – will be seen in the Central Activities Zone (CAZ), in Opportunity Areas, such as Elephant and Castle, Old Kent Road and Canada Water, and across Southwark’s town centres. Reaching a fairer economy means recognising where and why inequalities persist and actively taking steps to close the gap in life chances. In a fairer economy, those who need help accessing good employment will have the support they need, with the greatest level of support given to those with the greatest level of need. Groups who are under-represented in growing sectors will have a better chance of starting and succeeding in business. Younger people will have every opportunity to build a successful career, irrespective of their parents’ circumstances. Communities will also hold more of a stake in the borough’s economic success through co-operatives and social enterprises, and Southwark’s anchor institutions will invest in local services and talent, creating more value in the borough.

A greener economy

We want to see a greener economy with fewer emissions from economic activity, and greater innovation and growth in the low-carbon economy. A greener economy for Southwark will mean support for growth in low-carbon enterprises and entrepreneurs, and support for businesses to move into lower-carbon activities, as sectors such as construction, energy, transport and finance enter a period of radical change. In a greener economy the highest emitting businesses will take action on their emissions and wider environmental impacts. In a greener economy that works for Southwark, our residents will be equipped with the skills required to take on green jobs, particularly in sectors where change is most rapid, and businesses will have access to the tools and information they need to adapt.

A more resilient economy

A more resilient economy for Southwark will be one where our high streets and town centres are supported to thrive, are more easily able to adapt to economic shifts and shocks, including climate impacts, and continue to provide both the jobs and affordable essential services that our residents rely on being able to access locally. In a more resilient economy, small businesses that perform important everyday functions will face fewer pressures to relocate somewhere with lower costs. A flexible, responsive and employer-led skills system will support a resilient local labour market, where local people hold the skills employers need and are rewarded with good, well-paying jobs. At the individual level, it will be an economy where

residents have access to better employment standards and higher pay, benefitting from the financial resilience and wellbeing that this brings. In or out of work, residents will have access to support locally, whether that be related to food security, personal finances, mental and physical wellbeing support, support to develop essential and digital skills, or access to high quality training or education in order to upskill or re-skill.

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3. Our strategy for a fairer, greener and more resilient Southwark economy

A fairer economy

- i. Extending the opportunities of inclusive growth for all**
 - Continue to attract specialist and growth sectors to Southwark, with an increased focus on investment in our town centres outside of the CAZ
 - Increase access to good quality jobs in the CAZ for residents on low incomes, especially young people and other key groups with barriers to employment
 - Support entrepreneurship, with additional support for residents from backgrounds that are under-represented in specialist and growth sectors

- ii. Keeping more wealth within our community**
 - Work with anchor organisations to secure more opportunities for Southwark residents across a broad range of outcomes
 - Increase the value of contract spend by anchor institutions in the local economy, including the council
 - Support the growth of co-operatives and social enterprises to extend community stewardship of the economy and share benefits locally
 - Explore models for community management and ownership of land and property e.g. through meanwhile uses and asset transfers

- iii. Reduced poverty in and out of work**
 - Support residents into good work, particularly those out of work and at risk of long term unemployment and increased financial insecurity as a result of the pandemic
 - Increase the number of employers paying the London Living Wage
 - Build on and learn from community responses to the pandemic to offer neighbourhood-level support with basic needs, advice and support to increase incomes and financial security
 - Direct support to communities most in need, actively targeting employment and pay gaps in the borough
 - Support Black, Asian and minority ethnic residents into good secure work with pay at London Living Wage or above
 - Offer 'no wrong door' to residents in need of support with seeking employment and/or dealing with financial difficulties and other forms of poverty e.g. food or fuel poverty
 - Deliver more affordable housing to help reduce housing costs as a proportion of income

- iv. Unlimited opportunities for young people**
 - As part of the councils [Youth New Deal](#), we will create better access to more good quality career opportunities for Southwark's young people

- Target additional engagement, careers and employment support at young people from low-income families in the most disadvantaged parts of the borough who are most at risk of being left behind
- Ensure that the broadest range of opportunities is on offer within the council as one of the borough's largest employers, and work with other anchor organisations to do the same
- Redouble our efforts to create quality apprenticeships, traineeships, paid internship and work experience opportunities for young people

A greener economy

v. Green growth and a just transition

- Prepare residents for new roles in a growing green economy, including reskilling existing workers and developing pathways for young people into good jobs
- Support green growth with small business support and affordable workspace for low-carbon sector businesses
- Support local businesses to compete for work arising from council investment under the Southwark [Climate Change Strategy](#)
- Target support at those at greatest risk of disadvantage to support a just transition

vi. A greener Southwark economy

- Influence and support small businesses to identify and reduce emissions
- Support for green enterprises and entrepreneurs, particularly for residents from backgrounds that are underrepresented in business
- Promote low-carbon commercial transport options, especially in town centres and areas with poor air quality

A more resilient economy

vii. More people in work, with the right skills for the job

- Provide effective, person-centred support to those outside of the labour market who have multiple barriers to accessing good jobs. This includes but is not exclusive to those with physical and mental health conditions.
- Support employers to meet the skills shortages in key sectors arising from labour market changes
- Work with education and training providers to deliver accessible, high quality training in line with existing employer needs and labour market projections

viii. A stronger foundational economy

- Increase the number of good jobs in the foundational economy, and offer the skills residents need to secure them

- Work with employers and trade unions in the foundational economy to raise standards, pay and conditions
- Ensure planning and regeneration policies protect the foundational economy and the essential local services it provides

ix. Inclusion and wellbeing in neighbourhoods

- Encourage new peer to peer support models at neighbourhood level
- Integrate holistic physical and mental wellbeing support with employment support
- Increase access to digital devices, connection, motivation and skills for digitally excluded residents
- Increase access to, and quality of, basic skills support as well as higher level skills
- Ensure town centres offer a range of healthy, affordable and accessible goods and services and work towards healthier streets principles

x. Thriving high streets for all

- Support high streets in the CAZ and across the borough to adapt and respond to shifting footfall patterns
- Support the recovery of the hospitality, night-time and cultural economy while also recognising and addressing health and community safety concerns
- Protect the role of high streets and town centres as providers of essential goods and services to communities
- Encourage community participation in the stewardship of local high streets
- Encourage businesses to sign up to good practice such as the Women's Night Safety Charter and to promote activities that improve the health and wellbeing of their workforce and communities they serve

4. Southwark's economic challenges: how we will respond

The nature of Southwark's economy today, and its impacts on residents' prosperity and wellbeing, present a series of strategic challenges. Some of these are long-standing while others are new or recently intensified by the impacts of the pandemic, Brexit and the climate emergency.

A fairer economy

Challenge: Opportunity and growth remain highly concentrated, with disadvantage nearby

For the past 30 years, Southwark's economy has been increasingly weighted towards London's Central Activities Zone (CAZ), with most jobs and businesses clustered in the northeast corner of the borough. Today around 74% of the borough's jobs are based within the CAZ, where the high-value, high growth sectors are predominantly established. While there is strong evidence that hybrid home / office working models are here to stay, in many sectors of the economy demand for office space remains. The continued development of infrastructure and office space within the CAZ, along with the agglomeration effects from existing clusters suggest that, short of a major disruptive event, the CAZ will continue to form the main growth hub for Southwark over coming years.

However, regeneration investment, including infrastructure improvements such as the opening of the London Overground, have delivered some success in growing the economy outside of the CAZ. Parts of Peckham, north Bermondsey and Rotherhithe have all experienced jobs growth in recent years, some driven by new clusters such as food and drink manufacturing along the railway viaduct through Bermondsey. The SC1 hub is working to bring new life sciences jobs to Camberwell as well as London Bridge. Large-scale regeneration programmes around the Elephant and Castle, Old Kent Road and Canada Water present further opportunities to attract specialist and growth sectors to these well-connected town centres.

Alongside the concentration of growth, the overall pattern of economic deprivation in Southwark is a familiar one. Pay inequality in Southwark has fallen in the past 10 years and thousands of individuals have seen their incomes increase after being supported into work. Yet residents in the centre of the borough, bordering the economic hub of the CAZ, remain more likely to experience low incomes and unemployment both as young people and as older adults. The overlap between areas of lower incomes and higher youth unemployment suggests that in some neighbourhoods families are experiencing multi-generational poverty. This longstanding geographic distribution of poverty has deep historical roots and a strong relationship with housing tenure and rising housing costs.

The presence of better jobs and growing businesses in closer proximity to areas of economic deprivation will not change these patterns without consistent measures to open up opportunities to local people facing economic disadvantages. Our ambition to secure a more equal distribution of opportunities across the borough will be central to the successful delivery of this strategy.

Mission: Extending the opportunities of inclusive growth for all

We want the number of businesses and jobs in Southwark to continue to grow, and to see successful business clusters in growing, specialist sectors established in town centres within and outside of the CAZ. All Southwark residents will have opportunities to start up and grow new businesses and to secure high-quality employment, with additional support for the most disadvantaged and those who are currently under-represented in these sectors.

Objectives to 2030

- Continue to attract specialist and growth sectors to Southwark, with an increased focus on investment in our town centres outside of the CAZ
- Increase access to good quality jobs in the CAZ for residents on low incomes, especially young people and other key groups with barriers to employment
- Support entrepreneurship, with additional support for residents from backgrounds that are under-represented in specialist and growth sectors

Southwark Plan 2019-2036

[The Southwark Plan \(2022\)](#) is the adopted development plan for Southwark, setting out our commitment to extending growth opportunities throughout the borough. The plan's targets include delivering at least 90,000sqm additional employment floorspace outside the CAZ including industrial, distribution, hybrid and studio workspace. At least 10% of all new employment floorspace will be affordable workspace for start-ups and small businesses. Additionally, the plan aims to support the creation of at least 48,000 new jobs in Elephant and Castle, Canada Water, the Old Kent Road and other town centres outside of the CAZ.

Canada Water Masterplan

A major partnership-driven regeneration project to establish a new town centre in Canada Water, providing new homes, community facilities, restaurant and shops and employment opportunities.

The 10-15 year scheme will deliver between 2000 and 4000 new homes, a minimum of 10,000sqm of additional retail space, at least 22,000sqm of additional workspace, as well as 12 acres of parks, squares and open spaces.

Old Kent Road Area Action Plan

The Old Kent Road Area Action Plan sets out the regeneration targets for the Old Kent Road Opportunity Area, which will be delivered over the next 20 years.

Through the designation of two new town centres along the Old Kent Road, provision of new and affordable workspaces, and the intensification of industrial floorspace in South Bermondsey, the plan will generate 10,000 new jobs and ensure that the Old Kent Road continues to thrive as a significant part of Southwark's economy.

Elephant and Castle Town Centre

The regeneration of Elephant and Castle Town Centre is bringing new economic opportunities to the area, with Elephant Park delivering 50 new retail units with 10% affordable retail space and the potential for new commercial development attracting up to 4,000 new jobs. The town centre scheme also includes a new home for UAL's London College of Communication opening in 2027 and up to 4,000sqm of business space.

Adjacent to Elephant Park, the council is bringing Walworth Town Hall back into use with business and co-work space opening in 2023.

The Low Line

The Low Line links existing and new hubs of creativity, entertainment, and industry along the length of the Victorian rail viaducts spanning Bankside, London Bridge and Bermondsey. Through new walking routes, public realm improvements, and investment in the arches, the Low Line provides enhanced access, connectivity, and public spaces, as well as improved economic prosperity through repurposing underused or empty arches.

The first new sections of the Low Line opened at Old Union Yard Arches and Flat Iron Square in Bankside and complement established Low Line hubs located at Borough Market, Maltby Street Market, and Spa Terminus in Bermondsey.

Stride

Jointly developed by Lambeth, Lewisham, Southwark and Wandsworth councils, Stride is an £8m programme driving inclusive growth within the creative and digital industries in Camberwell and Peckham through a mixture of workspace, talent development and entrepreneurship projects.

Founded by King's Health Partners, Southwark and Lambeth councils, and the Guy's and St Thomas' Foundation, SC1 is a place based initiative to support growth of the life science economy in south central London, increasing investment into life sciences and attracting new companies to the area. SC1 presents a significant opportunity to create a high volume of new employment opportunities and a key objective will be to secure these benefits for Southwark residents.

Culture and economic recovery

Southwark recognises the important contribution that culture and the arts make to economic recovery and prosperity, with our existing Culture Strategy including a strong strand on Creative Economy and Creative Growth. Our recently launched [Culture Recovery Plan](#) aims to ensure that Southwark continues to provide the right environment for the creative sector and industries. It also aims to enable our residents to access opportunities for sustainable employment to support a strong, highly skilled local economy.

Challenge: Much of Southwark's economy is owned and operated remotely, meaning money flows out of our communities instead of building wealth locally

Promoting growth and attracting investment into the borough must be complemented by activities designed to build and retain the wealth being generated here through the work and talent of our local residents, businesses and community sector.

Community Wealth Building is a place-based approach to economic development that puts local communities at its heart; an approach designed to ensure that those communities are direct beneficiaries of local wealth generation.

Underpinning an economic strategy with Community Wealth Building principles and practices requires a degree of systemic and behavioural change for the council, as well as consensus building among key local partner "anchor institutions" that are locally embedded and share a clear stake in the local economy. Such institutions can use their spending power, their employment practices, their land and their assets to drive Community Wealth Building, but they must first reconfigure their actions, practices and behaviours to that end.

We must understand the existing scale of activity – including procurement spend, the size and impact of supply chains, local markets, key future sectors for the local economy and the scale and potential of social enterprises and the community sector in the borough. We must investigate current supply chain relationships to local deprivation, sustainability and carbon emissions; local business ownership; and

patterns of local re-spend in local supply chains, and we must carefully develop the requisite support programme to actively open up the procurement process to smaller, local and minority owned businesses.

This process needs to begin with a large-scale, detailed analysis of current local procurement spend in Southwark. We know that a significant proportion of spend by Southwark's anchor institutions through procurement leaves the Southwark economy, with most goods and services currently being purchased from companies based elsewhere. Whereas every pound spent locally through a contract with a Southwark business increases the likelihood of that money recirculating within our economy through local supply chains and locally based employee wages.

Social Value criteria (such as carbon emission targets and employment opportunities for local people) can also be written into procurement contracts with local businesses, further increasing the potential for positive local outcomes through procurement spending being directed towards the local economy and ensuring that wealth circulates to lower income areas through inclusive approaches to workforce and procurement.

Mission: Keeping more wealth within our community

We want to retain more of the wealth generated in Southwark in local communities. Broader ownership of the economy through co-operatives and other local ownership models will be encouraged and social enterprises supported to start up and grow. The largest and most influential local institutions will be encouraged to contract more with local businesses, creating jobs, boosting local spend and growing the capacity of local suppliers to compete for future contracts.

Objectives to 2030

- Work with anchor organisations to secure more opportunities for Southwark residents across a broad range of outcomes
- Increase the value of contract spend by anchor institutions in the local economy, including the council
- Support the growth of co-operatives and social enterprises to extend community stewardship of the economy and share benefits locally
- Explore models for community management and ownership of land and property e.g. through meanwhile uses and asset transfers

Southwark Anchors Network

The Southwark Anchors Network formed in 2021, bringing together leading educational, health, cultural and community institutions and businesses in Southwark to collaborate on initiatives that build wealth locally, drive social value, and increase opportunities for disadvantaged communities and individuals in Southwark.

The Southwark Local Access Partnership (LAP)

The Southwark LAP is a broad partnership, comprising local individuals representing resident and grassroots organisations, infrastructure and support agencies, public and private bodies, and the council.

The vision of the LAP is a collaborative, sustainable and diverse social economy, which delivers positive social impact and a better future for all of Southwark's residents. The LAP seeks to support local social enterprises and charities (particularly those led by women and from Black and minority ethnic backgrounds), to drive through innovative solutions to local problems, create jobs, help broader regeneration aims and enhance Southwark's community wealth building ambitions.

Challenge: Low-waged, insecure work and high living costs means incomes are precarious for many and poverty persists both in and out of work, reinforcing longstanding inequalities

Income deprivation is not always due to lack of employment. Southwark is a costly place to live and despite around 90% of jobs in the borough paying London Living Wage (LLW) or more, high housing costs mean that for a single-income household relying solely on LLW, one-bedroom private rented accommodation anywhere in the borough would consume at least 50% of their gross earnings; two bedrooms would be out of reach.

By one measure (the number of Universal Credit claimants who are in work) 17,000 Southwark residents may be experiencing in-work poverty. Low pay is compounded by job insecurity and irregular incomes experienced by people working on zero—hours contracts or other forms of the gig economy. Not all gig work is problematic, with many using it flexibly to top-up income. However, it is an issue where it is the sole source of income or relied on to supplement a main income that does not cover basic living costs. Some estimates suggest that between 20,000 and 34,000 Southwark residents are involved in gig economy work and 10% of workers may be on zero-hours contracts. Of the new sectors and jobs arriving in Southwark in the last decade, an above borough-average proportion are susceptible to precarious zero-hours or gig work.

People on lower incomes have disproportionately felt the economic impact of the pandemic, adding to their financial insecurity and levels of debt. Covid-19 put thousands of Southwark jobs in jeopardy, particularly in lower-paid and young-people-dominated sectors such as arts and entertainment, hospitality and retail – with the most affected sectors expected to take until 2025 to recover. By one estimate, around 20% of Southwark workers were at risk of either losing their job or furlough during the pandemic. The impact of this disruption to incomes is made clear in 1/3 of residents reporting a decrease in income and 1/3 struggling to pay for basics such as rent, food and utilities during the pandemic. Before the pandemic, the GLA estimated that a quarter of the Southwark population, around 75,000

people, experienced food insecurity, significantly higher than the London average, a figure that may have risen since.

Unacceptable levels of inequality between different groups in society are long established. Overcoming embedded racism, inequality and injustice is complex and takes time and focus, so in 2020 we established the [Southwark Stands Together](#) programme to bring together and amplify the council's pledges and commitment to tackle racism and inequality in the borough of Southwark.

Overall, Southwark residents from black, Asian and other minority ethnic groups are more likely to be unemployed and receive disproportionately lower earnings, as do people with disabilities. Southwark's overall unemployment rate is 7.6%, rising to 12.6% among ethnic minorities but unequal access to employment is not the only challenge residents face. Black, Asian and minority ethnic residents continue to encounter barriers to good employment, which limits both incomes and job security. In addition, jobs more prone to be on zero-hours contracts are occupied by higher proportions of Black residents than other groups.

Lower incomes and job security affect not just earnings today but income prospects later in life. They also affect physical and mental health, which can in turn impact on someone's ability to take on work, learning, volunteering or caring.

During the pandemic, these inequalities were reinforced, with Black residents more likely to struggle during the pandemic (44% compared to 17% of white residents) and the already disadvantaged more likely to lose income and suffer job insecurity.

Mission: Reduced poverty in and out of work, closing pay and employment gaps

We want jobs to pay a real living wage, to lower the cost of living where possible, and for those out of work to have straightforward access to the additional support they need. Those who have lost work due to the pandemic will be supported into good jobs and more people will be able to find help with basic needs, advice and financial support within their neighbourhood. Those experiencing the greatest barriers to work including people with disabilities and health conditions and individuals from Southwark's most disadvantaged communities will have more access to employment support designed around their circumstances and needs. Employment and earnings gap for the groups in Southwark that face embedded economic disadvantage will close.

Objectives to 2030

- Support residents into good work, particularly those out of work and at risk of long term unemployment and increased financial insecurity as a result of the pandemic
- Increase the number of employers paying the London Living Wage

- Build on and learn from community responses to the pandemic to offer neighbourhood-level support with basic needs, advice and support to increase incomes and financial security
- Direct support to communities most in need, actively targeting employment and pay gaps in the borough
- Support Black, Asian and minority ethnic residents into good secure work with pay at London Living Wage or above
- Offer 'no wrong door' to residents in need of support with seeking employment and/or dealing with financial difficulties and other forms of poverty e.g. food or fuel poverty
- Deliver more affordable housing to help reduce housing costs as a proportion of income

Southwark Stands Together

[Southwark Stands Together \(SST\)](#) is the council's response to systemic discrimination and inequalities within the borough. It is a long-term programme of positive action, education and initiatives working in solidarity with Southwark's communities and the council's staff to tackle racism, injustice and inequality.

The aims of SST are delivered across the six themes of education, health, renewal, culture, communities, policing, employment and business and council staff engagement.

Living Wage Borough

Southwark became an accredited Living Wage employer in 2011, committing to pay all directly employed staff the Living Wage and promote the Living Wage throughout our supply chain and in our work with local supply chains and regeneration schemes.

By harnessing the power of local employers, communities and people, Southwark and its partners aims to help extend the Living Wage to more workers and lift more people out of poverty.

Partnerships for People and Places – Walworth Test and Learn

Southwark is one of 13 national pilots working with local residents, partner organisations and local and national policy makers on neighbourhood-level challenges, testing improvements to coordination between partners and the outcomes they deliver for the community.

Focussing on the Walworth area, which suffers from entrenched inequality, the pilot will test and learn from social interventions that tackle the root causes of inequality, focusing on civil society and growing social capital.

Southwark Construction

Southwark Construction is an internal arm of the council established to deliver 11,000 new council homes at council rents by 2043, with 2,500 new homes on site by May 2022.

Southwark Construction will create skills and employment opportunities for local people, including the green skills and roles that are growing rapidly in demand across the built environment sector and are essential to meeting our net-zero ambitions for Southwark.

Challenge: Young people are seizing opportunities despite difficult circumstances, but some are at risk of being left behind

Southwark is a relatively young borough and, as a group, young people are facing unprecedented economic challenges. Despite London and Southwark's pre-Covid economic growth, Southwark's high housing costs and the number of families on lower incomes mean that 43% of the borough's children live in households in poverty after housing costs are accounted for — the sixth highest in London. Childhood deprivation especially impacts the northern half of the borough and pockets to the south such as Nunhead, Kingswood Estate and Denmark Hill.

In spite of these challenging circumstances, school performance is promising overall: in 2020/21, 82% of disadvantaged students progressed to higher education or training (most to university) – well above the England average. However, progression rates are far from even across schools, and the borough's net export of students aged 16 to 18, suggests a potential mismatch between needs and provision.

As young people leave education and enter the labour market, this uneven pattern of outcomes continues.

Southwark has seen success in promoting apprenticeships as an attractive option to young people. The number of Southwark residents taking up higher apprenticeships (degree equivalent) doubled from 2018/19 to 2020/21. Apprenticeship take up overall has risen by 13% over the same period, against a 3% London average.

However, young adults are among the groups most highly and disproportionately affected by Covid-19 related lockdowns. Making up a large proportion of retail and hospitality workers, many have experienced extended furlough or unemployment. In

addition, young people made 48% of homelessness applications during the pandemic in 2020 compared to 33% a year earlier.

Data suggests that youth unemployment may be particularly prominent around Walworth, Camberwell, North Peckham, Old Kent Road and Nunhead — areas that are also affected by low net household incomes after housing costs and high levels of income deprivation. This presents the possibility that more families in these areas are experiencing low pay and/or irregular, insecure work across multiple generations with the associated risks to long-term physical and mental health and wellbeing for young adults.

To support young people to overcome these challenges, the council has committed to a [Youth New Deal](#), providing additional resources to employment and mental health support services for young people, and committing to placing young people at the heart of future service design to ensure that they can influence decisions affecting their lives.

Mission: Unlimited opportunities for young people

We want all young people in Southwark to have the opportunity to pursue any career they choose, regardless of their background or their parents' occupation. Employers in well-paid, highly skilled sectors – including Southwark Council and our anchor partners – will offer the broadest range and highest quality of opportunities to local young people. More Southwark young people will take up internships and apprenticeships and individuals from the most disadvantaged backgrounds will receive greater levels of support to take advantage of the opportunities on offer.

Objectives to 2027

- As part of the councils Youth New Deal, we will create better access to more good quality career opportunities for Southwark's young people
- Target additional engagement, careers and employment support at young people from low-income families in the most disadvantaged parts of the borough who are most at risk of being left behind
- Ensure that the broadest range of opportunities is on offer within the council as one of the borough's largest employers, and work with other anchor organisations to do the same
- Redouble our efforts to create quality apprenticeships, traineeships, paid internship and work experience opportunities for young people

Youth New Deal

Southwark's Youth New Deal was launched by the council in 2021, committing £1.5 million of funding to improve the service offer for young people in the borough.

The Youth New Deal is a response to the impact of Covid-19 on young people, who have been disproportionately hit by the economic effects. It also places young

people at the heart of future service design to ensure that they can influence decisions affecting their lives.

Southwark Works

Southwark Works is the council's longstanding employment support programme. It provides both general support and support tailored to the needs of residents furthest from the labour market, such as vulnerable young people, including those that have left care, those with learning difficulties and disabilities, and those with mental health needs. This model aims to ensure that there is expertise available locally to deal with the range of issues that affect residents' ability to gain and sustain employment. Since 2012, Southwark Works has supported over 6,000 people into employment.

Southwark Internship Programme

Launched in 2019, the Southwark internship programme aims to support 500 young people from low-income backgrounds into paid internships, on offer within the council and through relationships with external partners.

The programme includes engagement with school-leavers and graduates to help individuals explore career options, develop key skills to enhance their employability, widen their professional network, and secure the right internship.

The council also offers a range of supported internships for young people with special educational needs and disabilities (SEND).

A greener economy

Challenge: The green economy offers new opportunities, but work is needed to ensure a just and fair transition

Although Southwark's green economy was relatively small in 2020, with an estimated 287 companies and a lower proportion of green jobs compared to central London, it is expected to be a fast-growing sector over coming decades. Across London, the number of jobs in the green economy is predicted to double by 2030, driven by growth and adaptation, as parts of the existing economy shift into the 'green' categories while higher-carbon industries and practices fall away. A significant contributor to green growth in Southwark will be public sector investment in retrofitting existing buildings to reduce energy use and building new, low-carbon structures.

The projected growth in green businesses and jobs is promising, but our residents need to be equipped with the skills necessary to work in the green economy. As well as providing opportunities for young people starting their careers, many jobs in the green economy will require existing workers to reskill. To ensure a just transition we must keep a focus on those sectors requiring the greatest level of reskilling – construction, transport and manufacturing – which have higher proportions of black, Asian and minority ethnic workers. It is important that access to appropriate training is made available to help ensure residents and workers are not left behind and further disadvantaged in the move to net zero.

Southwark Climate Change Strategy

Our [climate change strategy](#) sets out how, working together, we can deliver a sustainable future for the people of Southwark and protect our planet.

Southwark declared a climate emergency in 2019, alongside an ambitious aim to make the borough carbon neutral by 2030. The climate change strategy makes clear our ambition to tackle climate change in a way that reduces inequality and creates opportunity for people in the borough. It includes commitments to support the growth of green jobs and invest in the green skills of the future, to ensure that businesses are doing their fair share in reducing their carbon impact, and to work with our small businesses to support those taking steps to reduce waste and carbon emissions.

A just transition to a green economy

A transition to a greener economy for Southwark will bring about much positive change, such as new employment opportunities for our residents. But there is a risk that some will miss out by, for example, not having the right skills to take on a green job.

With the greatest level of change required in sectors with higher proportions of Black, Asian and minority ethnic workers there is a danger that already disadvantaged groups could be at greater risk of missing out.

A just transition is one that ensures the benefits of the transition are shared widely and fairly, with support in place to ensure that those likely to miss out are not left behind.

Mission: Green growth and a just transition

We want to double the size of Southwark's green economy by 2030, encouraging entrepreneurship and growth in low-carbon industries. Southwark residents will have access to high-quality training in the new skills needed to access well-paid, secure green jobs and local traders and contractors will have more opportunities to benefit from council investment in carbon reduction for homes and buildings.

Objectives to 2027

- Prepare residents for new roles in a growing green economy, including reskilling existing workers and developing pathways for young people into good jobs
- Support green growth with small business support and affordable workspace for low-carbon sector businesses
- Support local businesses to compete for work arising from council investment under the [Southwark Climate Change Strategy](#)
- Target support at those at greatest risk of disadvantage to support a just transition

Green Skills Hub

Part of the Mayor's Academies Programme, and led by London Southbank University, the hub is backed by a partnership of Southwark, Lambeth and Lewisham councils, South Bank Colleges, the Construction Skills Centre, Lewisham College and TEDI-London, along with numerous employers.

The academy will provide Southwark residents with the skills needed to get good jobs in rapidly growing low carbon sectors, including green construction and retrofit, green transport, energy, waste/recycling, infrastructure and transport.

Established in 2022, the Green Skills Hub aims to support over 1,200 people in its first 2 years.

Challenge: Southwark's businesses and residents face risks from climate change, while businesses need more support to reduce emissions

Southwark's economy is a net contributor to climate change-causing emissions while simultaneously facing threats from the impacts of climate change.

Climate change threatens businesses directly, with a large proportion of the borough's businesses at risk of disrupted operations and potentially substantial costs from a flood event arising from sea and river, ground or surface water flooding. Climate risks also threaten residents' health and wellbeing, in turn reducing people's opportunity to participate in the community and economy. These risks are not evenly distributed, with people living in areas with higher deprivation more likely to be vulnerable in the face of climate events such as extreme heat. Air quality, while improving, is still relatively poor for London with 2.4% of the borough's population living in areas with poor air quality. Children & older people, particularly Black people, disproportionately live in areas of dangerous NO₂ emissions with potential long-term impacts on health and wellbeing.

At present, Southwark is a net-contributor to London emissions. Southwark is a more energy-demanding borough than average for London, with 47% of energy consumption by industrial and commercial sectors. Transport and the heating and lighting of buildings are both substantial contributors to business-related emissions in the borough. With a climate emergency recently declared, achieving a greener economy in Southwark is an urgent priority.

Smaller businesses are most likely to need support to reduce emissions across their activities. Rising energy prices and stretched global supply chains create some incentives for reviewing energy efficiencies and supply-chain emissions. However, additional support in the form of advice, grants and incentives from local and national government are likely to be required in order to achieve the scale of change necessary to meet our net-zero ambitions.

Mission: A greener Southwark economy

We want businesses in Southwark to take action to reduce emissions from buildings, transport and across their supply chains. Low-emissions logistics will be encouraged to improve air quality in residential areas. Businesses, the council and other stakeholders will work together to develop mitigation and adaptation responses that help manage the local economic risks from the climate crisis.

Objectives to 2027

- Influence and support small businesses to identify and reduce emissions
- Support for green enterprises and entrepreneurs, particularly for residents from backgrounds that are underrepresented in business

- Promote low-carbon commercial transport options, especially in town centres and areas with poor air quality

Southwark Pioneers Fund

The Southwark Pioneers Fund will invest in Southwark's entrepreneurs who aspire to start and grow their enterprise. It is primarily an enterprise support programme, which includes grants. Enterprise support will be delivered via three strands: support for start-ups and entrepreneurs, support for later-stage enterprises focussed on growth, and support for enterprises to reduce their carbon emissions.

The green programme is designed to provide support for enterprises aiming to significantly cut carbon emissions.

Air Quality Strategy

In 2017 we launched our [Air Quality Strategy](#), setting out plans for helping to tackle the London wide air quality crisis. The current plan ends in 2022, and we intend to publish a new air quality action plan for 2023 – 2027.

The strategy details how the council works with a range of organisations, businesses and local groups to make a difference in local areas. Examples include supporting the Better Bankside and Team London Bridge Business Improvement Districts on the introduction of low emission walking routes and cycle deliveries, a low emission neighbourhood in Walworth, and a low emission business neighbourhood on Borough High Street.

Bikes for Business

Led by the Team London Bridge Business Improvement District and supported by the council, Bikes for Business is a project to support businesses make the switch to zero-emission cargo bikes for deliveries. It helps businesses purchase their own cargo bikes with grants of up to £700 available, as well as pairing businesses with new third party cargo bike services.

A more resilient economy

Brexit and Covid-19 are changing the shape of Southwark's population with implications for jobs and businesses, while exacerbating long-term labour market challenges

Southwark's population has experienced notable recent shifts, likely due to Brexit and the pandemic, with implications for the labour market and significant impacts on certain sectors of the economy.

Each year more people move out of Southwark to other parts of the UK than move into it from other parts of the UK. The age groups moving out in the greatest numbers are those aged 29-43 and 0-4, in other words typical family units likely to be in need of more affordable housing. The age group that bucks the trend is 18-28 year olds, who move into the borough in larger numbers than they leave, most likely to start university or a new job, and contribute substantially to Southwark's overall status as a 'young' borough.

In recent years, Southwark's population has been growing due to a greater birth to death ratio alongside international migration. However, international migration is now lower than a decade ago, and there is evidence that significant numbers of people have returned to their country of origin since 2020.

These trends contribute to a national picture, also reflected in London, of one of the tightest labour markets in decades. Data suggest that 150,000 people left the London labour market between 2020 and 2022, driven by lower migration and people leaving the labour market, most notably people over 50 and women, often due to ill health.

While vacancies stand unfilled, a large cohort of Southwark residents still have profound barriers to work and lack the skills required to access these roles. Lack of access to quality skills provision is a long-standing issue, which was contributing to skills shortages across sectors such as construction, hospitality, health and social care well before the disruptions to labour market participation brought by the pandemic.

The participation and skills crisis therefore demands increased focus on the range of factors reducing labour market participation in Southwark, particularly issues of health and wellbeing, including the role of unpaid carers. At the same time, we must continue to address the skills gaps between the high level of vacancies and unemployed and economically inactive individuals.

Mission: More people in work, with the right skills for the job

We want people Southwark to be able to work if they wish to do so, and to have the skills needed to get good, well-paid jobs across all sectors. Where people have health-related barriers to work they will be able to get appropriate support. More

employers in key sectors will offer flexible opportunities and engage with skills providers to improve the range, quality and relevance of the skills offer available to Southwark residents.

Objectives to 2027

- Provide effective, person-centred support to those outside of the labour market who have multiple barriers to accessing good jobs. This includes but is not exclusive to those with physical and mental health conditions.
- Support employers to meet the skills shortages in key sectors arising from labour market changes
- Work with education and training providers to deliver accessible, high quality training in line existing employer needs and labour market projections

Challenge: The foundational economy is essential for local livelihoods and services, but can often be overlooked, while jobs can be insecure and low paid

The economy of day to day activities made up of occupations such as teaching, healthcare, construction, transport, retail, hospitality, and hair and beauty is sometimes called the 'foundational economy'. In Southwark, the foundational economy makes up 47.5% of all jobs. While also clustered in the CAZ, these occupations are more evenly distributed across the borough, especially around town centres.

The foundational economy is of critical importance to Southwark, supporting household incomes and providing essential services to residents and local businesses. As such, it must be valued and protected. However, the foundational economy is sometimes overlooked and can be vulnerable to disruption or displacement. Growth in land values across Southwark for both residential and commercial uses have created pressures on some smaller businesses to move to more affordable locations, which can affect the wider economy and communities, as well as create impacts on the business owners, their customers and employees.

This area of the economy also requires attention, as jobs in the foundational economy tend to be lower paid and less likely to be secure, permanent positions. Southwark has already taken the lead in areas such as the care sector where the council uses its purchasing powers in homecare and residential care to drive up standards for care workers, leading to better working conditions and better quality of care. There is a role for us to go further, working alongside partners such as trade unions, the Living Wage Foundation, the Mayor of London and other anchor institutions to improve pay and standards across the economy.

Foundational Economy

The foundational economy is a way of describing day-to-day economic activity that delivers essential goods and services to individuals and other businesses. Most people engage with the foundational economy every day, because we work in it or rely on its services.

The Foundational Economy group of researchers describe the foundational economy as made up of the 'providential economy', which includes construction workers, teachers, and health care workers; the 'material economy', which includes workers such as supermarket workers, bank tellers and waste removers; and the 'overlooked economy', which includes hair stylists, handy people, or restaurant staff.

Southwark Ethical Care Charters

In 2013, Southwark was one of the first local councils to sign up to Unison's Ethical Home Care Charter, which introduced a range of improvements for homecare workers' pay and conditions.

In 2022, Southwark was the first council to introduce a Residential Care Charter that will improve the working terms and conditions for all residential care providers in the borough, including being paid at least the London Living Wage, paid handovers between shifts, free training carried out in work time and no compulsory zero-hours contracts.

Mission: A stronger foundational economy

We want a thriving foundational economy in Southwark that is highly valued for the essential goods and services it provides to all parts of the borough. Southwark residents working in the foundational economy will have increased opportunity to access higher skills, better pay and conditions.

Objectives to 2027

- Increase the number of good jobs in the foundational economy, and offer the skills residents need to secure them
- Work with employers and trade unions in the foundational economy to raise standards, pay and conditions
- Ensure planning and regeneration policies protect the foundational economy and the essential local services it provides

Southwark Construction Skills Centre

Launched in 2016 with Lendlease at Elephant and Castle and now delivered in partnership with British Land and Art-Invest, the Southwark Construction Skills Centre is an employer-led training facility based at the heart of the Canada Water

regeneration project that aims to increase employment and training opportunities in the construction centre for our residents.

With a range of courses on offer, the centre supports residents looking to enter the sector and as well as those already in the sector and looking to upskill.

Southwark Hospitality Skills Centre

In September 2019, a Hospitality Skills Study was commissioned jointly with Lambeth, Lewisham and Wandsworth councils to explore ways in which to improve access to employment opportunities in the hospitality sector.

The report made a number of recommendations including the development of a Hospitality training centre, to align skills provision with employer needs and improve access to good quality hospitality sector jobs for local residents.

Challenge: Access to community, services and support is difficult for some, with serious impacts on wellbeing

The ability to access basic services, feel connected to a community and so have somewhere to turn for support can have serious effects on an individual's health and wellbeing. In turn, mental and physical health issues can limit an individual's ability to participate in family life, social activities, local communities, and the economy.

Access to basic services is shaped by both physical proximity and affordability. While most of Southwark's residents are within a 15-minute walk of a town centre and Southwark's town centres typically provide a choice of 'essential' services, there are some neighbourhoods at the borough fringes lacking access. Nunhead, parts of Rotherhithe, and the Kingswood Estate, which lack access and tend to have low median incomes, may be especially cut off from town centres, where basic services are commonly situated. Some areas including parts of Old Kent Road, Walworth, Peckham and Nunhead, and the Kingswood Estate have been identified as places where residents lack access to fresh groceries both in terms of physical shops and ability to order online. People who live in these areas are more likely to have to use more expensive local convenience stores, compounding the poverty premium also found on services such as utilities (e.g. prepayment meters, expensive tariffs) and goods (e.g. costly repayment plans and high-cost credit).

A sense of community connectedness is also important for an individual's wellbeing. While Southwark scores relatively well overall on measures of civic engagement and community connection, this may not be felt or experienced equally throughout the borough. Data suggests that the areas with less active and engaged communities and with higher community needs tend to align with areas of higher deprivation.

Digital exclusion has also exacerbated inequalities during the pandemic, affecting residents of all ages without the resources and skills to access essential goods and services online. Lack of basic skills is also a debilitating factor for many people living on lower incomes. With around 30% of Londoners lacking basic skills in English and maths, there is a pressing need to drive participation in adult and community learning to increase earning capacity and ability to engage with services for those most in need.

The Covid-19 pandemic has brought issues of isolation and mental health to the fore, with 82% of residents rating mental health and wellbeing as a high priority for the borough. It is a concern that before the pandemic Southwark was already among the worst 25% of areas nationally for the proportion of population experiencing common mental health disorders and new cases of psychosis with 21.4% of residents 16+ having a common mental health disorder. This situation is only likely to have deteriorated, with serious implications for individuals' wellbeing in the short and long term, affecting their ability to earn and risking locking people into poverty for sustained periods.

Mission: Inclusion and wellbeing in neighbourhoods

We want everyone in Southwark to be able to access basic services, be healthier, feel connected to a community and have somewhere to turn for support. Fewer people will struggle to access affordable food, employment support services will respond better to individuals' mental and physical health needs, and fewer people will be isolated because they lack essential skills or face digital exclusion.

Objectives to 2030

- Encourage new peer to peer support models at neighbourhood level
- Integrate holistic physical and mental wellbeing support with employment support, working with health and VCS partners to sign post and improve access to services
- Increase access to digital devices, connection, motivation and skills for digitally excluded residents
- Increase access to, and quality of, basic skills support as well as higher level skills
- Ensure town centres offer a range of healthy, affordable and accessible goods and services and work towards healthier streets principles

Work Well Programme

Launched in February 2022 and delivered by the South London and Maudsley NHS Foundation Trust, the Work Well mental health support service is available to all Southwark residents aged 18 and over who are unemployed and have mild or low-level mental health difficulties, such as anxiety, depression or stress.

As part of the Work Well programme, the council will also be tracking client well-being across the Southwark Works programme, with all providers expected to record wellbeing measures with their clients, tracking the added value that Southwark Works brings beyond employment outcomes.

Digital Inclusion Strategy

Our vision is for Southwark to become recognised as one of the best connected and leading digital boroughs in London. That requires us to be a borough that is digitally inclusive where no-one is left offline.

Adopted in 2022, [Southwark's Technology and Digital Inclusion Strategy](#) commits us to providing fast, reliable internet availability throughout the borough, and the skills and resources to enable our residents to use digital services. This includes supporting individuals with access to affordable broadband, devices and digital skills.

[Southwark's Essential Digital Skills Action Plan](#) was developed by local partners, setting out shared actions to help more of our residents gain the digital skills they need to safely benefit from, participate in and contribute to the digital world. The plan establishes a common approach across the council and local providers for the delivery and monitoring of essential digital skills in the borough.

Challenge: High Streets continue to change, with local town centres resilient while the CAZ struggles

High streets and town centres have seen significant reduction in footfall for a number of years with an increased trend towards online shopping, which has accelerated due to the pandemic and subsequent lockdowns.

The Covid-19 crisis has threatened to exacerbate these challenges and the council has therefore made their protection a priority. It is vital that we ensure our town centres and high streets remain vibrant, thriving, accessible spaces, safe for all, which contribute to the prosperity and cohesion of our local communities.

Southwark's high street areas within the Central Activities Zone have struggled to recover pre-pandemic spending levels as their resident bases are not large enough to make up for the shortfall caused by a lack of workers, visitors and tourists. This has had a knock-on effect on employment, contributing to job losses in hospitality and the night-time economy, and the significant churn in the labour market.

However, elsewhere in the borough, where high streets have a wide and diverse resident catchment, the picture is brighter, with footfall in most town centres recovering and in some cases exceeding pre-pandemic patterns as more people work from home for part of the week.

Not all retailers may be experiencing this above-average spending. For example, an independent retailer may still have below-average takings compared to the chain supermarket next door, with a knock-on effect for employees and wages.

The forces driving change in the make up of local high streets, most notably the shift of retail to online, remain with us. In addition, operating costs for high street businesses remain high and may increase in the short term, with rising energy and wage costs and the unequal burden of business rates to bear. This may yet lead to further closures and demand a renewed strategic focus on protecting the role of the high street in providing essential goods and services to neighbouring communities.

Mission: Thriving high streets for all

We want our high streets to be sustainable, accessible places with all residents able to access affordable essential goods and services with 15 minutes of home. Southwark's high streets will be able to adapt to changing retail, visitor and working habits with vacancies kept to a minimum. Communities will have a strong sense of ownership and pride in high streets that reflect the diversity of Southwark's communities, are greener, healthier and safer, and where local residents and businesses are engaged in their upkeep and development.

Objectives to 2027

- Support high streets in CAZ and across the borough to adapt and respond to shifting footfall patterns
- Support the recovery of the hospitality, night-time and cultural economy while also recognising and addressing health and community safety concerns
- Protect the role of high streets and town centres as providers of essential goods and services to communities
- Encourage community participation in the stewardship of local high streets
- Encourage businesses participation in good practice such as the Women's Night Safety Charter and activities that improve the health and wellbeing of their workforce and communities they serve

Town Centres Action Plan

The [Town Centres Action Plan](#) is the council's ongoing dedicated cross-council strategic response for town centres and high streets, to ensure we identify and respond to the broader range of issues they face. The plan will help us to standardise our efforts across the borough, whilst also acknowledging that a more targeted neighbourhood level approach may be required in certain areas, which the action plans for each priority town centre set out.

Town Centre Task Forces

Southwark's Town Centre Task Forces have been set up to deliver on the ambitions set out in the action plans for each of the priority town centre areas. These task forces comprise of ward members, key local stakeholders and council officers, and are responsible for ensuring consistency in our approach across the borough, developing ambitions and aims for the target area, and engagement with other stakeholders as appropriate.

High Street Recovery Fund

Aligned to the ambitions of the Town Centres Action Plan is the [High Street Recovery Fund](#), which aims to attract more people back to Southwark's high streets and town centres by funding innovative solutions developed and delivered by local residents, businesses and community groups. The first round of the fund saw over £200,000 invested in projects including festivals, pop-ups and business support services.

COVID-19 grants and business recovery support

Since the beginning of the pandemic, the council has delivered £135.6 million of Covid-19 grants to Southwark business. These grants have proved a lifeline for local businesses either forced to close or badly affected by restrictions to stop the spread of Covid-19.

Launched in September 2021, our Business Resilience Support Service provided eligible Southwark businesses with access to fully funded business support, designed to help them survive in challenging times and develop the resilience to thrive over the longer-term. The package of support included one-to-one business advice, a programme of masterclasses, as well the opportunity to apply for business development grants.

Night Time Economy Plan

As a central London borough, Southwark has a large and thriving night time offer of culture, restaurants, pubs, social events and clubs, attracting both local and out of borough visitors. These businesses are vital to our economy, providing employment opportunities for our residents and generating a significant financial contribution through the payment of business rates.

Recognising the considerable impact of Covid-19 on the sector, in our revised Borough Plan we committed to develop a night-time economy plan to ensure Southwark's rich nightlife flourishes post-covid while also recognising and addressing any concerns regarding community safety and health impacts.

Public safety at night

One of the five themes of the Night Time Economy Plan is public safety at night, which recognises that whilst Southwark remains largely safe for most of the time, for most people, including at night, more can be done to ensure the public feel safe when visiting our borough after hours.

To improve public safety at night, the plan commits us to:

1. Put the safety of all women at the forefront of our thinking and initiatives for all aspects of our night-time economy
2. Work with the Metropolitan Police on community safety at night
3. Continue to address issues of protection of our residents and businesses from crime
4. Work with our licensing teams to ensure a balance of flexible opening hours and safety of those visiting venues in the borough at night
5. Ensure the work of Southwark Stands Together is reflected in future Night Time actions
6. Work with each of our town centre task forces to embed these commitments into the town centre action plans as best works for each local area.

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