



# **SOUTHWARK LAND COMMISSION WELCOME PACK**

February 2023



## TABLE OF CONTENTS

FOREWORD.....	3
CONTEXT .....	4
MEMBERS OF THE COMMISSION.....	6
SUPPORTING EXPERT TEAM .....	10
SLC WORK PROGRAMME .....	15
SOUTHWARK LAND COMMISSION: TERMS OF REFERENCE .....	17
FOR MORE INFORMATION.....	21

## FOREWORD

I would like to thank you for your interest in being part of the Southwark Land Commission ('SLC'). On behalf of Southwark Council, I'm delighted to have you join this important initiative and bring your valuable insight, expertise, and experience.

Southwark is blessed with diverse communities, full of talent, history, and vibrancy. Over three hundred thousand of us live alongside one another in just eleven square miles. Having so many people in such a small space is part of what makes our borough such an exciting place to live, work and visit. However, it also means that the land we have is precious. We must use it for the benefit of us all.

Everything happens on land. Whether its time spent at work, at home, or out and about enjoying with friends and family – everything happens somewhere. All human activity needs a place to host it – it all needs land. It is not just landowners who have powers and rights over the land – we all do, and we should use them.

The [Southwark Land Commission](#) is an exciting new initiative we are undertaking to take on this challenge. Bringing together a panel of experts, community groups and major landowners, the Land Commission will explore and recommend how more of our borough's land can be freed up for the public good.

This is the first Commission of its kind in London and one of the first in England. The Land Commission is an opportunity to think big, to tackle the status quo and push the envelope, for the benefit of the borough's residents and beyond.

I wholeheartedly welcome you in joining me in this important initiative and working together towards a more 'Fairer, Greener, and Safer' borough.

Yours Sincerely,



**Cllr James McAsh**

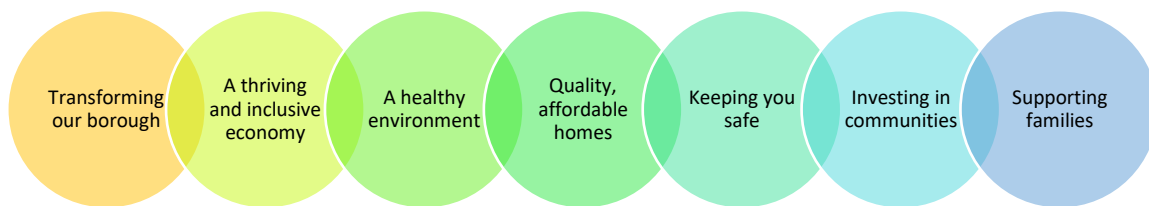
Cabinet Member for the Climate Emergency & Sustainable Development

## CONTEXT

### SOUTHWARK COUNCIL DELIVERY PLAN 2022 – 2026

The Council Delivery Plan sets out the priorities and commitments to the people of Southwark until 2026. It is an action plan, which will drive the work of the entire council, focusing our commitments of resource and time to deliver a fairer, greener, and safer borough for all of Southwark’s residents.

The plan is set out into the following separate themes:



Our commitment to “*Deliver a Land Commission, to identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing*”, sits under one of the theme of “A healthy environment”.

These themes set out our approach to addressing the big questions – tackling the rising cost of living, building more council homes, reducing carbon emissions, creating new jobs and opportunities, and protecting the borough’s mental & physical health. But this plan also sets out how we will get the basics right – supporting young people to succeed at school, ensuring older people are cared for, keeping the streets clean and ensuring homes and neighbourhoods are safe and well looked after.

The plan aims to make Southwark a borough where everyone can participate, supported by a council that is rooted in the communities it serves. At the heart of the approach, there will be commitments to empower communities to shape the places they live in and make decisions about the issues which affect their lives; to close the gap in life chances that holds so many people back; and to create thriving and sustainable neighbourhoods.

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

More information can be found [here](#).

## SOUTHWARK 2030

Southwark is the most fantastic place, filled with inspiring, passionate, and caring people. Being an inner London borough, Southwark is lucky to attract world-class employers, organisations, and cultural institutions here, and they in turn create jobs, bring in funding, and help make this a great place to live and visit.

However, in common with the rest of the city, it is also a place of contrast. While so many thrive, others struggle. Inequalities in health, income and access to opportunities remain, despite efforts to reduce them. Through two crises – COVID-19 and cost of living – the borough has seen a disproportionate impact on its residents, especially those from Black and ethnic minority communities, and those on lower incomes.

However, there is also the incredible spirit of local people, and the desire to come together to find solutions and help others. Over the last few years, the council have worked together to support people through really challenging times as they faced the COVID-19 pandemic and the cost-of-living crisis. They have made great strides in improving the borough for everyone, driving up standards in education, building thousands of new homes for local people, and nurturing our parks and open spaces. As we look ahead to the future, the council, community groups, businesses and local organisations - want the borough to be ready to grasp every opportunity, and strong enough to weather any future crises.

With this ambition, the council has launched Southwark 2030, which will see us come together to set shared ambitions for the borough. We are bringing together local people, community groups, businesses, and public services to share their ambitions and hopes, to deliver the very best, and overcome any barriers.

From historic engagement that has been undertaken over the years, it is evident that the residents care about clean air; green spaces; good quality homes that local people can afford; safer streets and estates; opportunities for people young and old to thrive; and about their local neighbourhood being a great place to live. Now it is time to talk together about achieving those things and more. These conversations will support the Council wants to develop a shared vision for Southwark 2030, and a plan to get there.

Southwark 2030 is a separate initiative running parallel to the Southwark Land Commission, and these are complementary to each other. [Here](#), you can find information about Southwark 2030.

## MEMBERS OF THE COMMISSION

Members have been invited by Southwark Council to bring their insight, expertise, and experience to shape the future of land use for the borough as members of the first ever Southwark Land Commission.

The Southwark Land Commission will be chaired by **Dr Miatta Fahnbulleh**, Chief Executive of the New Economics Foundation.

Other members of the commission include:

- **Shade Abdul**, Director Deft. Space, Associate Lecturer, BA Architecture, Central Saint Martins
- **Professor Mark Brearley**, Professor of Urbanism at London Metropolitan University, and proprietor of Kaymet
- **Chris Brown**, Executive Chair and Founder, Igloo Regeneration
- **Peter Elliot**, Head of Property Development, Transport for London
- **Cllr James McAsh**, Cabinet Member for the Climate Emergency and Sustainable Development
- **Dr Anna Minton**, Reader, Department of Architecture & Visual Arts, School of Architecture Computing and Engineering (ACE), University of East London
- **Prof. Dame Henrietta L. Moore**, Founder and Director of the Institute for Global Prosperity and the Chair in Culture Philosophy and Design at University College London (UCL)
- **Akwesi Osei**, Transport Planner at Possible
- **Janine Rowe**, Southwark Planning Network
- **Jonathan Sedgwick**, Archdeacon of Southwark in the Diocese of Southwark
- **Anood al Samerai**, CEO - Community Southwark
- **Dolly Oladini**, Senior Manager, Air Quality, C40 Cities
- **Cedric Whilby**, Management Consultant, Trustee Board Member, Community Southwark and Executive Member, Southwark Chamber of Commerce.

*Dreaon McDonald Simms, Leader of Southwark Youth Parliament will also play a key role in representation linking the Southwark Land Commission with the Youth Parliament.*

More information on the chair and members follows. The membership of the Commission may change or grow from this initial list, in order to best support discussions about the breadth of topics of the key challenges and solutions that Southwark needs to tackle.

### Dr Miatta Fahnbulleh



Miatta is the Chief Executive of the New Economics Foundation. She has a wealth of experience in developing and delivering policy to empower communities and change people's lives. She has been at the forefront of generating new ideas on reshaping our economy inside government and out. Prior to joining NEF, she was Director of Policy & Research at the Institute of Public Policy Research. Before this, she was a political advisor to the Leader of the Opposition and led on the development of policies ranging from devolution to local economic growth, housing, energy and climate change and transport. She spent eight years at senior

levels in the Cabinet Office, including as Head of the Cities Policy Unit, where she was responsible for driving forward the Government's economic devolution agenda in England. Prior to this, she was Deputy Director at the Prime Minister's Strategy Unit, leading on localism and local economic growth for No 10.

## Shade Abdul



Shade Abdul is the director of Deft.Space, an interdisciplinary architecture, research, and participation practice with a focus on inclusive regeneration that address socio-economic inequality. She is driven by design led research that considers not only the physical fabric, but also the social and economic conditions. Designing for equity and designing architecture that enables communities to thrive sits at the heart of her practice.

Shade also teaches at Central Saint Martins and has previously taught at Brighton University and at the Welsh School of Architecture, Cardiff University. She is a member of the London Borough of Newham's Design Review Panel and a member of the Urban Design London's Environmental Design Review Panel. She is the chair of The Southwark Black Business Network and the vice chair of the Southwark Chamber of Commerce.

## Professor Mark Brearley



Mark Brearley is an architect and planner who has concentrated for more than 30 years on urban projects, nurturing the evolution of places. He is a respected project advisor and critical friend, has lectured and participated in working sessions extensively in the UK and internationally, and is currently Professor of Urbanism at London Metropolitan University. Through recent years he has worked with the governments of Brussels and Flanders on development able to welcome diverse enterprise, and for 4 years was Ateliermeester for the programme Atelier Brussels; The Productive Metropolis. He held the 2019 BSI-Citydev Inter-university Chair (Brussels). Until 2013 he worked for the Mayor of London as Head of Design for London at the Greater London Authority, leading a 20-person policy and project engagement team that also pushed forward several city-wide initiatives. Brearley is proprietor of the long-established Peckham based tray and trolley manufacturer Kaymet, and an advocate for urban industry. He co-authored the book *Made in London*; published in September 2022.

## Chris Brown



Chris Brown is a land economist and surveyor and the founder of, and consultant to, ethical property developer igloo. Igloo has undertaken projects on Southwark owned land including Bermondsey Square and, with Leathermarket CBS, genuinely affordable housing at Marklake Court and Joyce Newman House. Chris is board advisor to Nationwide Building Society on climate and the built environment. Chris lives in Bermondsey.

## Peter Elliot



Having joined Transport for London in 2013, Peter is Head of Property Development at Transport for London and has been responsible for directing its development programme, transforming TfL's property estate, to deliver 20,000 homes over the next ten years. With more than 20 years' experience, Peter has been a member of the Royal Institution of Chartered Surveyors, the Royal Institute of British Architects, and, holds a Post-Grad Diploma in Planning, providing a solid foundation to establish vision, realise value, and benefit from the valence of the planning framework.

He is currently engaged on major schemes across London, leading the new approach TfL is taking to realise marriage values of property development with operational improvement, whilst delivering regeneration projects in numerous outer London centres, including a £1.6bn redevelopment in Edgware. Peter previously worked with the London Thames Gateway Development Corporation with responsibility for major regeneration schemes within Barking and Barking Riverside.

## Cllr James McAsh



Cllr James McAsh is the Cabinet Member for Climate Emergency and Sustainable Development at Southwark Council. He has political responsibility for the local authority's planning and urban development functions, and for the council's commercial property portfolio. He is the lead member for the council's climate strategy and works across the council to reduce the borough's carbon emissions. His background is in primary education and still teaches in a school in Brixton.

## Dr. Anna Minton



Anna Minton is a writer, journalist and Reader in Architecture at the University of East London. She is the author of *Big Capital: Who is London for?* (Penguin 2017) and *Ground Control: Fear and Happiness in the 21st Century City* (Penguin 2009/12). *Big Capital* investigates the underlying causes of the housing crisis in London and other cities and asks who the city is for, as housing becomes above all a financial asset rather than a place to live. *Ground Control* focuses on the privatization of public space, high security and fear and trust in cities.

Anna is currently working on her third book which takes these themes onto a global canvas, examining the impact of the contemporary property economy on cities. She was the Royal Commission for the Exhibition of 1851 Fellow in the Built Environment and is Honorary Professor at the Bartlett School of Sustainable Construction, University College London. She is Reader in Architecture at the University of East London where she runs a post-graduate course on cities. The course investigates the financialization of land, property and housing and its impact on inclusion, diversity and the economy of the city, while also examining ethical alternatives. She is a regular contributor to the *Guardian* and the *Financial Times*.



## Prof. Dame Henrietta L. Moore



Professor Henrietta L. Moore is the Founder and Director of the Institute for Global Prosperity and the Chair in Culture Philosophy and Design at University College London (UCL). A leading global thinker on prosperity, Professor Moore challenges traditional economic models of growth arguing that to flourish communities, businesses and governments need to engage with diversity and work within environmental limits. Her work crosses disciplines, from social science

to the arts to business innovation and she applies these different perspectives to inform research and policy at all levels.

Her recent work has seen her transition beyond academia into the public sphere providing commentary on topics such as Universal Basic Services, Brexit, Artificial Intelligence, displaced people and the gender pay gap as a respected leading intellectual. She retains ongoing interests on issues of globalisation, mass migration, gender, social transformation and livelihood strategies, new technologies and agroecology which have shaped her career and her engagement with policy making. She is committed to involving grassroots communities in the production of new types of knowledge through citizen science.

## Akwesi Osei

Akwesi Osei is a Transport Planner at Possible. Possible's work combines individual and local actions with larger systemic change, they face our climate dread with a can-do attitude and sense of fun.

Akwesi is a Car Free Cities Campaigner based in London and is passionate about helping create streets that are accessible and enjoyable for everyone. Streets should be places that everyone can use and a destination in its own right and should make our cities a healthier and happier place to be.

Before joining Possible Akwesi was a Sustainable Transport Planner working on the London Walking and Cycling Conference as well as Green Screening projects for Schools. Prior to that he was a Neighbourhood planner working on Housing Needs Assessments. He has a master's degree in city and Transport Planning.

## Janine Rowe

Janine Rowe is a long-term resident of Southwark and a member of Southwark Planning Network (SPN). SPN is an umbrella organisation that brings together local people with an interest in planning matters.

In recent years Janine has collaborated, along with others, on the master's Programme run by the Urban Development Planning Unit at UCL on public land issues in the LB of Southwark. Janine's particular interests are in Opportunity Areas, densification, social housing and the climate emergency.

## The Venerable Jonathan Sedgwick



Jonathan Sedgwick has lived in Southwark for almost 30 years and is now Archdeacon of Southwark. In this role Jonathan supports all the Church of England Parishes of the Borough of Southwark.

After a career in the Civil Service working on diverse issues (including policing, probation, immigration and as Principal Private Secretary to Home Secretary David Blunkett) Jonathan became a full-time Parish Priest as Rector of St George the Martyr in Borough in 2014. Prior to that Jonathan volunteered as a priest at St John's East Dulwich and St Christopher's Walworth which gave him insight into the very different housing and land challenges of our Borough. At St George's, Jonathan pioneered work on a food bank, food cooperative and schemes to make better use of outside spaces. Jonathan said: *'I love Southwark. I love its diversity, its vibrancy, and its ambition to improve life for all its citizens. I am excited to be part of this important initiative.'*

## Anood Al-Samerai



Anood is the CEO of Community Southwark. She came to Camberwell suddenly as a child during the first Gulf War. Her family had lost everything, and this borough gave her a home and a future. Anood is passionate about Southwark and about making sure all of Southwark's communities are supported, dedicating her career to fighting for a fairer society where everyone has the freedom and opportunity to decide their own destiny. She has been a community campaigner for 20 years and have professional leadership experience in the political, public, and voluntary sectors.

She was a Southwark Councillor for 14 years and supported hundreds of individuals and organisations through casework, campaigns, and lobbying. She also worked in the charity sector, including as the Director of TalentEd for five years, an education charity matching retired teachers to bright young people from disadvantaged backgrounds. Anood served as a trustee and patron of various Voluntary and Community Sector (VCS) groups, including BFSS (an education grant making charity), Anti-Slavery International, and the Southwark Day Centre for Asylum Seekers. Her priority as CEO of Community Southwark is to listen to the members, ensure they have the support they need, and champion the issues that matter to them.

## Dolly Oladini



Dolly is C40's Senior Manager for Air Quality, responsible for bringing together global cities within the C40 Air Quality Network. Through collaboration, cities share best practices and solutions for improving international air quality to meet their public health, climate and equity goals. Dolly's priority is to support cities to design healthier, inclusive and resilient societies across the transport, buildings/energy and waste management sectors.

Previously, Dolly worked for the Mayor of London, where, as a Senior Policy Officer, she led a flagship hydrogen transport project for the

European Commission under two political administrations. Dolly concurrently managed air quality communications for the Mayor's environment team, promoting the T-Charge and Ultra Low Emission Zone policies, including the delivery of London's Low Emission Bus Zones and School Air Quality Audit programme.

Outside of C40, Dolly is a Board Trustee at Parks for London, which works with local authorities and landowners to protect and improve London's green infrastructure.

## Cedric Whilby

Cedric is a management consultant; he works with and has established himself as a trusted advisor to a range of private employers and small community organisations over the years. He is a South-east London resident who brings a real passion and expertise in integrated partnerships and community empowerment.

He is passionate about ensuring that there is more equality and equity for all and is a champion of the importance of an asset-based approach to partnership working.

He is a Trustee Board Member of Community Southwark and an Executive Member of the Southwark Chamber of Commerce.

## Supporting Expert Team

This supporting team includes the following members from the consultant team, who have been appointed to support the development of the SLC (namely, PRD, We Made That and PMV Planning). Supporting team members will attend the SLC from time to time in an observing and/or speaking capacity by invitation of the Chairperson. Other experts not listed here may also be called upon from time to time by invitation.

### Daniel Partridge, Director and Head of Ventures & Strategy, PRD



Daniel is Head of Ventures & Strategy at PRD. Daniel specialises in strategic stakeholder engagement, governance, and delivery strategy development. He works with the public sector, its stakeholders, and partners, to structure and develop new strategic approaches for major capital projects and delivery partnerships which aim to realise both community and wider economic objectives within the constraints of the economic climate. He is involved in scoping, establishing and mobilising delivery models for workspace, housing and regeneration, as well as innovative high-street growth and revitalisation strategies, in which a range of stakeholders take new and active roles and responsibilities. This includes multi-agency cross-sector responses to key challenges such as inclusive recovery and innovative re-use of assets to deliver greater public value.

Daniel holds current and historic board-level positions on a number of innovative delivery partnerships and ventures for regeneration and community benefit. He applies this practical experience to support clients to develop, govern and mobilise effective and innovative new delivery models.

### Chris Paddock, Director and Head of Place & Economy, PRD



Chris regeneration, leading on a wide variety of assignments for the public, private and third sectors. He has led multiple high profile strategic commissions, including the Thames Estuary Production Corridor Case for Investment, the Brighton & Hove Economic Strategy and the Oxford Economic Strategy, all of which have placed multi-agency and cross-sector partnership and collaboration at their heart.

He has developed place-based strategies in many London boroughs and has led on numerous local masterplan and sector development studies. This has included economic visions and action plans for Brixton, Waterloo West and Whitechapel. Chris has also provided Town Centre Plans for Brixton, Whitechapel, Woolwich, Tolworth, Hounslow, Enfield, Hackney Centre, Streatham and West Norwood. His borough-wide work includes Enfield, Waltham Forest, Hackney, Lambeth and Newham. He has also compiled economic evidence and propositions for Opportunity Areas (Royal Docks, Kings Cross, Olympic Park, South Bank, OPDC). For the GLA he has 10 years of evaluation experience and has recently established the London High Streets Data service with PRD's Amanda Robinson.

Other recent projects in which partnership development has played a central role in unlocking innovation and targeted local benefits for communities include the development of Towards a Better Newham, Margate Town Investment Plan and Creative Land Trust and the Royal Docks Economic Purpose and Vision.

Chris is an Associate of the Quality of Life Foundation and is an Advisory Board member of the Hackney Wick and Fish Island Community Land Trust.

### Holly Lewis, Co-founding Partner, We Made That



Holly co-founded We Made That in 2006 and is a trusted voice in shaping healthy, fair, and well-designed places. She cares deeply about locally-informed and impact-driven outcomes. She is a registered architect and affiliate member of the Landscape Institute. She has led a unique range of urban projects for the practice, from pioneering industrial intensification work through to comprehensive high street regeneration projects. Holly advocates for community involvement within the design process, empowering women in the built environment and equitable city-making.

Holly is a national High Streets Task Force Expert, Mayor's Design Advocate for the Greater London Authority and a Design Council Built Environment Expert. She also takes part in the London Industrial Land Commission.

Holly's relevant projects include: London Industrial Land Commission, 2020-21 (Centre for London) – Holly was an expert for the London Industrial Land Commission which aimed to explore the diverse and changing contemporary and potential future uses of industrial land and develop cross-sector recommendations on ways forward; RE—SET—GO – an award-winning accessible, hands-on, paid workplace experience and mentoring programme established with the mission of diversifying architecture practices; and High Street for All, 2018 (GLA) – We Made That, working with LSE Cities, were commissioned by the Greater London Authority to carry out an extensive study of the social value of London's high streets.

### Philip Villars, Director, PMV Planning



Philip is a chartered town planner with over 30 years of experience. Prior to joining Indigo Planning in 1989, he worked for two London Borough planning departments, Kensington & Chelsea and Bromley. Philip was a founding Director of Indigo Planning, becoming Managing Director to oversee and drive its growth from a handful of professionals to almost 100 town planners. Indigo Planning was subsequently acquired by WSP in 2019. He started PMV Planning to build on this reputation and success with a client focussed planning consultancy, which has delivering viable and sustainable places through collaboration at its heart.

With extensive experience in all areas of planning, Philip has a particular interest in working with local authorities, charitable sector and private sector clients to deliver regeneration and affordable housing regeneration schemes, improving both economic and social spaces. He also takes a keen interest in environmental impact of development and all legal aspects of planning. Phil has appeared as expert witness at public inquiries and is also skilled in mediation. Philip's in-depth knowledge of the planning system includes local Southwark and GLA Mayor policy.

## Advisor

Neil McInroy, Senior Fellow for Global Advancement of Community Wealth Building, Democracy Collaborative

Neil McInroy is The Democracy Collaborative's senior fellow for global advancement of community wealth building. He has been involved in progressive economic and public policy for more than 25 years. Named as one of the most influential people in local government in the UK, Neil has collaborated with a range of local, regional, state and national governments across Europe, Asia, North America, and Australasia. He is presently a community wealth building adviser to the Scottish Government.

For the past two decades, Neil has served as the CEO of the progressive "think and do" tank Centre for Local Economic Strategies (CLES), based in Manchester, UK. Alongside a range of pioneering economic policy and practice work in UK and beyond, Neil was instrumental in leading the organizations activity on community wealth building (CWB). This included a critical role in the development of the "Preston model" and the subsequent advancement of a range of tools and expertise that has seen CWB grow in many locations across the UK.

Neil has been a friend and partner of TDC for many years and now works closely with the TDC team, helping to refine and develop technical delivery, including deep-dive partnerships with several local and state governments in the US. He also assists with the wider global rollout of CWB.

## SLC WORK PROGRAMME

The following sequence of three meetings is proposed for the SLC's work programme. Calendar invitations have already been issued to save these dates and times.

The timings and number of sessions are subjected to change and or expand based on the inputs from commissioners, in order to best support discussions to arrive at meaningful recommendations.

SESSION	ONE	TWO	THREE
<b>DATE &amp; TIME</b>	Tuesday 28 <sup>th</sup> Feb, 10:00-12:00	Tuesday 28 <sup>th</sup> March, 10:00-12:00	Tuesday 25 <sup>th</sup> April, 10:00-12:00
<b>FORMAT</b>	Hybrid [Room G02B, Southwark Council, 160 Tooley St]	Hybrid [Venue TBC by LB Southwark]	Hybrid [Venue TBC by LB Southwark]
<b>SYNOPSIS</b>	Orientation and mobilisation of the SLC and commencing discussions between members about key principles and parameters for what the SLC should focus on to deliver 'more land for public good'.	Reviewing emerging findings from wider engagement and discovery activities and formulation of longlist of possible recommendations that take forward key principles. Consideration of engagement findings and precedents.	Review any outstanding findings from the engagement or discovery activities and finalisation of the key recommendations of the SLC and exploration of key actions for implementing these.
<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1) SLC Members clear on their role and purpose, individually and collectively, as well supporting consultants/experts.</li> <li>2) SLC Members clear on the process and programme of work around the SLC.</li> <li>3) SLC Members briefed about key formative issues for Southwark.</li> <li>4) A foundation of dialogue and determination of principles and parameters for Southwark is established.</li> <li>5) SLC Members briefed on Southwark's Comms plan for the SLC.</li> <li>6) Briefed on targeted engagement plans to gather views on approach and to provide inputs to shape engagement.</li> </ol>	<ol style="list-style-type: none"> <li>1) SLC Members supported to discuss and identify longlist of recommendations for exploration and to begin to consider actions.</li> <li>2) SLC Members briefed about activities and progress undertaken since meeting one.</li> <li>3) To consider precedents and key findings from the engagement.</li> <li>4) SLC Members clear on future activities in the work programme and expectations of the SLC in its third and final meetings in this sequence.</li> </ol>	<ol style="list-style-type: none"> <li>1) SLC Members to supported to finalise recommendations to be made to LB Southwark and actions for implementation.</li> <li>2) SLC Members briefed about activities and progress undertaken since meeting two.</li> <li>3) SLC Members briefed on next steps that will be pursued by LB Southwark and its supporting consultants.</li> </ol>

The SLC will be supported by a broader programme of engagement throughout this period, which will include one-to-one engagement sessions with a range of stakeholders and also a series of events in different areas across the borough which are targeted principally at Voluntary and Community Sector organisations but may include other local stakeholders.

The SLC will play a role in shaping wider engagement and will receive feedback from these activities. Some early stakeholder engagement has already started but the main engagement events are planned to take place before the SLC's second meeting.

PRD will also gather and provide or present wider research to support the SLC. Further information will be provided to SLC Members in advance of; during; and following; each of the three meetings set out above.

This Welcome Pack and the Briefing Pack about Southwark in Context are required reading before the first SLC meeting.



# SOUTHWARK LAND COMMISSION: TERMS OF REFERENCE

## 1. INTRODUCTION

- 1.1 In September 2022, the Council's Delivery Plan 'Fairer, Greener, Safer' was agreed, which sets out the Council's priorities and delivery commitments up to 2026<sup>1</sup>. Within this plan is a commitment to 'Deliver a Land Commission to identify how more land in Southwark can be freed up for public good, including quality green space, food growing, active travel and genuinely affordable housing'.
- 1.2 A process of co-producing a longer-term vision for Southwark in 2030 together with residents and partners from the public, private and voluntary sectors is also underway. This visioning process will establish a clear statement of the priorities and commitments the council and its partners will collectively aim to achieve by this time.<sup>2</sup>
- 1.3 The formation of the Southwark Land Commission ('SLC') and the recommendations that it will subsequently develop are fundamental steps towards delivering Southwark's ambitions within the framework of 'Fairer, Greener, Safer' and the emerging 2030 Vision.
- 1.4 The SLC must identify how more land in Southwark can be freed up for public good and Southwark Council will work with major landowners, communities and local faith organisations and wider experts to agree and develop new ways to achieve this.
- 1.5 The SLC will consider council owned land, other public land such as Transport for London and government land, land owned by key institutions such as churches and universities and private land. Southwark Council is interested in exploring a range of ways to make the best use of land for community benefit including any potential new models of working. This definition of land includes consideration of assets that are already in situ or planned and is not limited to vacant or underused land parcels. Southwark Council has also identified five key opportunity themes for consideration by the SLC, which are: Genuinely affordable housing; active travel; community uses; food growing; and the local economy.
- 1.6 The recommendations set by the SLC will play an important role in setting a bias for action, influence and collaboration between and across key stakeholders. These recommendations will be action-based and ambitious, yet clear and deliverable; generating measurable impacts that are aligned to local priorities.

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<sup>1</sup> <https://moderngov.southwark.gov.uk/documents/s108711/Appendix%201%20Council%20Delivery%20Plan.pdf>

<sup>2</sup> Further information about the development of the borough plan can be found at <https://moderngov.southwark.gov.uk/documents/s107962/Report%20Developing%20the%20Borough%20Plan.pdf>

## 2. PURPOSE OF THE SOUTHWARK LAND COMMISSION

The overall goal of the SLC is to identify how more land in the borough can deliver community benefit and how more of it can be in community and democratic control. The objectives of the SLC are:

- 2.1. To bring together and coordinate a diverse group of relevant experts and stakeholders, with relevant expertise or influence over land and property, of Southwark and its communities, or both. These parties will become part of the membership of the SLC. Community representation must be considered within the formation of the SLC's membership, as well as more widely throughout the process of the SLC's activities.
- 2.2. To debate, receive and share knowledge in an open and respectful fashion with other members, in order to agree and propose key principles and recommendations for action about the use of land and assets to Southwark Council, public, private and community landlords in Southwark and other parties more generally. These recommendations will inform new policies, practices and strategies that will be put in place in order to deliver the SLC's overall goal.
- 2.3. To help inform a formal SLC Report in the Spring of 2023, which together with an accompanying Action Plan will be considered by Southwark's Cabinet in the Summer of 2023. This report must set out clear and specific recommendations that are implementable and deliverable over the immediate, short and medium terms, as well as longer-term ambitions for systemic change, with regional as well local significance where appropriate. We anticipate that these could include recommendations around how the council uses its own land and broader recommendations for land over which the council has less influence. It is intended that these recommendations may also be embraced and adopted by other landowners in the borough, who will be involved through a wider engagement programme.
- 2.4. To meet collectively as members of the SLC on three occasions and to participate in wider engagement from time to time over the period from inception until the production of the formal SLC report. Although the SLC may potentially continue as an active venture beyond this point (for example, in the event that this is a key recommendation that is taken forward), further continuation is not contemplated within these terms of reference.
- 2.5. To receive support from the consultant team appointed by Southwark Council (comprising PRD supported by We Made That and PMV Planning), who will help administer the SLC and provide evidence and relevant expertise and to produce the final report on its behalf. This may include findings and outputs from related research, community and stakeholder engagement activities undertaken to help shape the SLC's recommendations, or more widely (for example, engagement undertaken as part of preparing Southwark's 2030 Vision.)

## 3. STATUS & GOVERNANCE CONTEXT

- 3.1. The SLC is not a legal entity in its own right but is an advisory body that is convened and managed by Southwark Council and is established for the purposes set out above.

- 3.2. As such, the SLC has no formal decision-making powers on behalf of Southwark Council and any decisions requiring subsequent action or expenditure on the part of Southwark Council shall be advisory and subject to Southwark Council's constitution and existing delegated authorities for participating officers. It is intended that through the process of reporting recommendations to Southwark's Cabinet in the Summer of 2023 that formal consideration and endorsement of the SLC's recommendations may be possible.
- 3.3. These limitations of decision-making powers will also extend to any other organisations represented through its membership of the SLC, although it is intended that such organisations and the key local landowners and stakeholders engaged more widely will be encouraged to support and action the key recommendations of the formal report.

#### 4. MEMBERSHIP & ROLES

- 4.1. The Members participating in the SLC are listed in the section, 'Members of the Commission'.
- 4.2. All Members will be entitled to (but not obliged to):
  - 4.2.1. attend and speak at SLC meetings.
  - 4.2.2. to propose and discuss any such matters raised at the SLC, with the aim of achieving a consensus amongst Members about the key proposals and recommendations that the SLC wishes to endorse; and
  - 4.2.3. to receive materials relating to SLC undertakings (e.g., meeting packs and minutes).
- 4.3. Miatta Fahnbulleh will act as the Chairperson of the SLC, for the programme of work contemplated in these terms of reference and Cllr. James McAsh will act as the Vice Chairperson.
- 4.4. The Chairperson will take overall responsibility for coordinating discussions at SLC meetings and for ensuring that Members are able to share and receive a range of views openly and respectfully, whilst also seeking to encourage a consensus view about the key proposals and recommendations that the SLC wishes to endorse.
- 4.5. Other parties may attend the SLC from time to time in an observing and/or speaking capacity by invitation of the Chairperson and subject to the conditions set out in these terms of reference. This will include any of the parties listed as 'further experts' in the previous section, who have been appointed as part of the specialist consultancy team appointed to support the development of the SLC (namely, PRD, We Made That and PMV Planning).
- 4.6. Appointed consultants ('PRD') will provide secretariat and administrative services for and on behalf of the SLC up to the preparation of its final report and action plan and will attend meetings accordingly in this faculty.
- 4.7. Limited financial support will be considered for those individuals and organisations participating in the SLC, particularly where such individuals or groups have limited capacity and means with which to participate in the work. Such support will likely be limited to small not for profit organisations and

individuals and take the form of a one-off payment (to the maximum value of £500).

## 5. CONFIDENTIALITY

- 5.1. Members of the SLC who receive information in confidence take on a personal responsibility and liability not to improperly disclose that information to other persons. In the case of members who can establish a need-to-know confidential information, to avoid unwarranted disclosure of confidential matters, the SLC may from time to time arrange for access to documents to be given but not provide for copies to be taken.

## 6. EQUALITIES

- 6.1. The SLC shall have due regard to equality in all its activities and shall take steps to demonstrate it adheres to Southwark Council's clear commitments to the promotion of equality as addressed via [Southwark's Equality Framework](#).

## 7. MEETINGS

- 7.1. Meetings may take person, online or in a 'hybrid' fashion, which combines these.
- 7.2. Meetings shall be called at the request of the Chairperson and as set out above, it is expected that three formal SLC meetings are envisaged over the course of the work programme set out herein.
- 7.3. Unless otherwise agreed by the members of the SLC, notice of each meeting confirming the venue, time, and date, together with an agenda of items to be discussed, shall be forwarded to each member of the SLC and any other person required to attend, no later than five working days before the date of the meeting. Remote meetings via electronic media are permissible.
- 7.4. Supporting papers shall be sent to SLC members and to other attendees as appropriate at the same time. All materials will be distributed electronically.

## 8. MINUTES OF MEETINGS

- 8.1. The proceedings and resolutions of the SLC meetings, including the names of those present and in attendance, shall be minuted by the consultants.
- 8.2. Draft Minutes of SLC meetings will be distributed electronically to eligible subscribers via email within 14 calendar days of each respective SLC meeting.
- 8.3. Notwithstanding such confidential materials that may be legitimately and fairly withheld (e.g., those being commercial in nature or legally privileged), the Agreed Minutes of SLC meetings will be made publicly available.

## FOR MORE INFORMATION

If you have any question, or to make further arrangements for convening the SLC, please contact Malavika Krishnan [malavika.krishnan@prdemail.co.uk](mailto:malavika.krishnan@prdemail.co.uk) within the consultant team appointed by Southwark to support it to deliver the Land Commission.