

Cabinet

Tuesday 21 March 2017

4.00 pm

Ground Floor Meeting Room GO2A, 160 Tooley Street, London
SE1 2QH

Appendices

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Date: 13 March 2017

Photo: Kinetika Bloco, Ivan Gonzalez

Creative Southwark

Cultural
strategy
2017 to
2022

"The source of art is in the life of a people"

Walter Crane floor design, 1891, South London Gallery

 @lb_southwark

 facebook.com/southwarkcouncil

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Photo: Nunhead Art Trail, Mickey Lee

Foreword

The London Borough of Southwark has always been a centre of creative excellence with a vast cultural footprint that sets it on the international stage. All the way from its docks and bridges lining the River Thames, down to its greener edges in the south, there are world-class galleries, museums, colleges, and community libraries with busy events calendars. We are home to makers and creators, film sets and festivals, spaces and studios. The people living, working and studying in Southwark, and our growing visitor numbers, all contribute to this diverse, unrivalled cultural landscape.

Why, then, do we need this strategy? It is precisely because of Southwark's rich cultural and creative heritage that we have a strategy. Times are changing, and as with London and the rest of the UK, the borough is facing a new and ever-shifting set of social and financial challenges.

Examination of these challenges for the cultural and creative sector and the impact of regeneration in the borough have shaped this strategy as a response. Heralding unprecedented levels of co-operation and integration, our aim is to embed culture within our everyday priorities, developing a consistent cross-council approach to culture. It is a framework for us to work with stakeholders and partners across the borough to understand, promote and secure Southwark's cultural and creative landscape for now and for future generations.

With the aim of advancing access for all of Southwark's residents to the wealth of culture on their doorsteps, the borough's children to be able to consider a sustainable career in the arts, this strategy looks at ways of maximising on a strong creative economy through support for businesses and the growing night-time and digital economies. All this is underpinned by the vital recognition and protection of the strong sense of place, often driven by an area's artistic and cultural output, felt across the borough from Elephant and Castle to Peckham Rye.

What follows is a celebration of Southwark's cultural prosperity and a way for us to fully embrace the challenges ahead. "The source of art is in the life of a people" reads the marquetry floor design in the South London Gallery, founded in 1891 in Camberwell: the approach, aims and ambitions of this strategy looks to uphold this maxim. By recognising there is strength in sharing and exchanging our cultural experiences and heritage, we can safeguard the creative future for everyone in Southwark.



Photo: London School of Samba, Ivan Gonzalez



Cllr Johnson Situ, cabinet member for business, culture and social regeneration

Cllr Octavia Lamb, deputy cabinet member for cultural strategy

About this strategy

What we want to achieve

This cultural strategy sets out our vision until 2022. It continues to place culture and creative industries at the heart of our priorities, shaping the context and delivering a range of programmes that support our long term ambition of Southwark being the first choice for people to live, work, study and visit.

The strategy provides a framework for cross-council work in events, arts, heritage, libraries, regeneration, licensing, public health, education, planning and other partners. The focus is on brokering partnerships to achieve Southwark's enormous potential and securing our cultural and creative landscape for generations to come.



The aims of the strategy are to:

- Ensure that Southwark continues to be a borough for cultural excellence
- Access and harness the benefits of regeneration for the cultural sector
- Embed a cross-council and partner approach to culture
- Ensure that cultural priorities are reflected in emerging plans and strategies, including the new Southwark Council Plan
- Further align the strategy to the Fairer Future promises
- Protect, preserve and grow our cultural venues, spaces and provision
- Ensure our cultural sector is resilient in the changing financial and political climate
- Support the economic prosperity of the borough, including the night time economy
- Enable our diverse community to have access to cultural opportunities
- Collect, conserve and celebrate our local heritage for future generations

The strategy provides a framework for cross-council work in events, arts, heritage, libraries, regeneration, licensing, public health, education, planning and other partners.



Photo: Conrad Shawcross' Three Perpetual Chords, Max Maxwell

Fairer Future promises

The strategy is integral to delivering our Fairer Future promises. These include:

Promise 1 – Value for money by providing best use of the resources available to us

Promise 7 – Safer communities by bringing communities together to celebrate and share experiences

Promise 8 – Education, employment and training by guaranteeing education, employment or training for every school leaver, supporting 5,000 more local people into jobs and creating 2,000 new apprenticeships

Promise 9 – Revitalised neighbourhoods by animating public spaces and bringing communities together

Promise 10 – Age friendly borough by ensuring residents get the best out of Southwark whatever their age, including the delivery of an ethical care charter and an older people's centre of excellence

Where we are now

Southwark is a culturally innovative place with creative people, prospering businesses and organisations around the corner. We have achieved a great deal, some key milestones include:

- **Huge growth in performing arts with seven new theatres** opening either through refurbishment or brand new facilities (including Theatre Peckham, Cervantes Theatre, Union Theatre, The Bridge, Southwark Playhouse, The Bunker and Mountview Academy).

- **Employment and career support** through Southwark Film Office, working with Notting Hill Housing, when the feature film 'Daphne' was shot in Southwark.

- **Increased studio provision**, for example Space Studios in Camberwell and Hotel Elephant on Spare Street, as well as protecting studio provision on the Rich Estate for a further 35 years.

- **Tate Modern is continuing to thrive** with the opening of The Switch House.

- **Increased use of spaces** for example Paperworks at Elephant and Castle, Secret Cinema in Printworks at Canada Water, Theatre Delicatessen in Old Wells Way Library and Bold Tendencies and Peckham Levels in Peckham multi-storey car park.

- **Increasingly the diverse range of festivals and events in Southwark** including community days – Pasley Park Festival, neighbourhood events – Peckham Festival, cultural celebrations – Plaza Latina and one off spectaculars – Great Fire 350.

- **Two new libraries** at Canada Water and Camberwell, with Canada Water becoming the second busiest library in London.

- **Better access to arts and heritage** collections through our fantastic new heritage portal, meaning people can explore thousands of arts and artefacts collections, view images, explore the history and storytelling.

- **Making culture accessible for all** of our residents with programmes like Southwark Libraries Summer Reading Challenge and London Bubbles Speech Bubbles.

- **Supporting emerging artists and creative entrepreneurs** through our universities and organisations, providing affordable space and creative enterprise programmes.



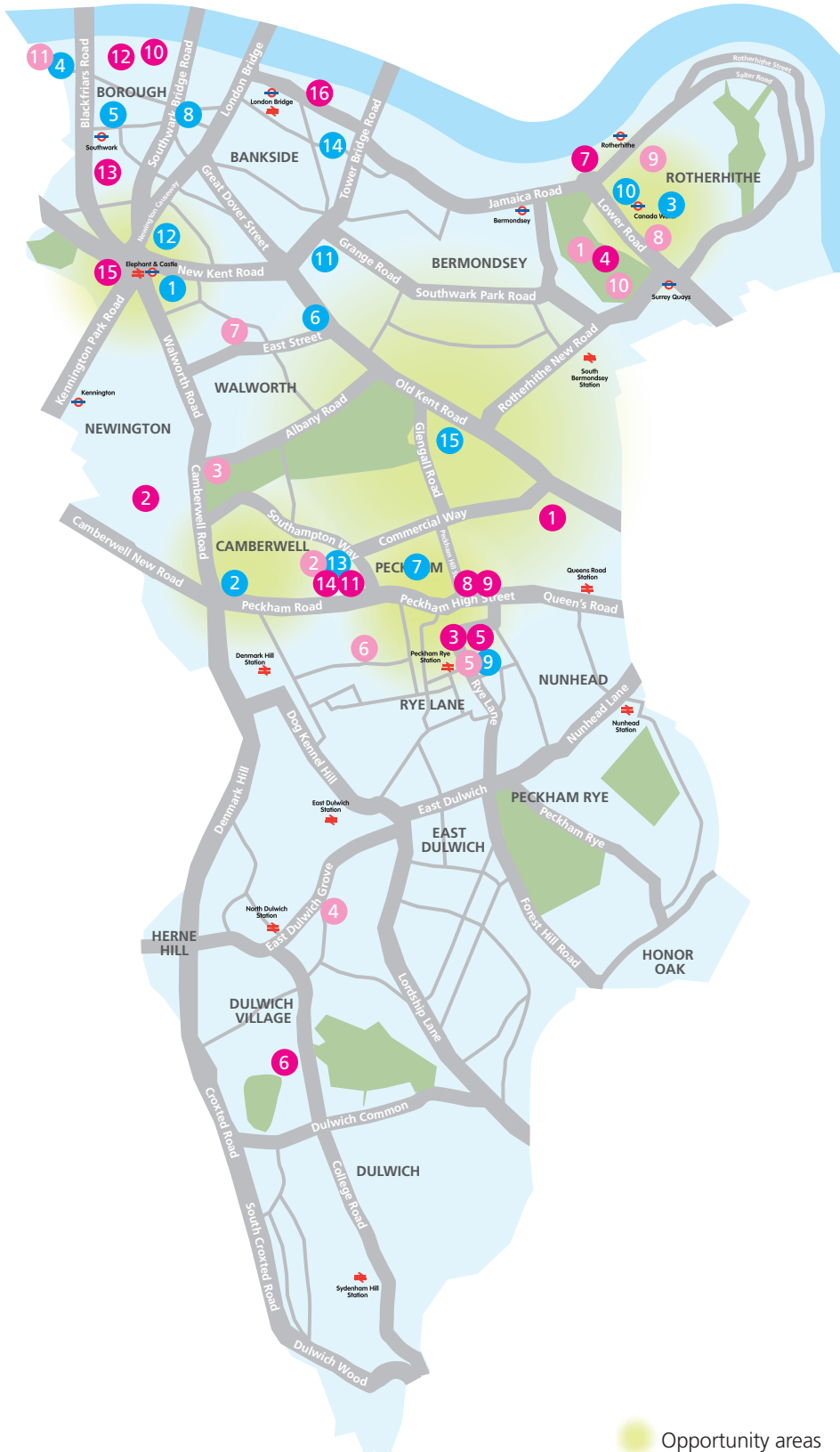
Photo: Burgess Park, Ivan Gonzalez



Photo: © Tate Modern

Culture in Southwark

This map is by no means fully comprehensive but illustrates how culturally rich and diverse Southwark is.



Festival and events

- 1 Bermondsey Carnival
- 2 Camberwell Arts Festival
- 3 Camberwell Fair
- 4 Dulwich Festival
- 5 Peckham Festival
- 6 Pexmas
- 7 Plaza Latina
- 8 Rotherhithe Festival
- 9 Scanmarket
- 10 Southwark Fireworks
- 11 Totally Thames

New and recent developments

- 1 Artworks
- 2 Camberwell Library
- 3 Canada Water Library and Culture Space
- 4 Central School of Ballet
- 5 Cervantes Theatre
- 6 East Street Library
- 7 Mountview Academy
- 8 O'Meara
- 9 Peckham Levels
- 10 Printworks
- 11 Rich Estate
- 12 Southwark Playhouse
- 13 Theatre Peckham
- 14 The Bridge
- 15 OKR Studios and Livesey Exchange

Cultural venues and organisations

- 1 Asylum Arts
- 2 Blue Elephant Theatre
- 3 Bold Tendencies
- 4 CGP London
- 5 Copeland Park & Bussey Building
- 6 Dulwich Picture Gallery
- 7 London Bubble
- 8 Peckham Library
- 9 Peckham Platform
- 10 Shakespeare's Globe
- 11 South London Gallery
- 12 Tate Modern
- 13 The Africa Centre
- 14 UAL: Camberwell College of Arts
- 15 UAL: London College of Communications
- 16 Unicorn Theatre

Opportunity areas

Strategy overview

Through our research and consultation we have developed a strategy consisting of three themes and a series of commitments, underpinned by an action plan, which will be collaboratively delivered with partners. The themes are:

Creative economy

Ensuring that Southwark continues to provide the right environment for the creative economy and enabling our residents to access opportunities for sustainable employment to support a strong, highly skilled local economy.

Creative growth

Ensuring that the cultural needs of existing and new communities are met, by retaining viable cultural organisations, and strategically developing cultural venues and creative workspaces.

Creative people

Ensuring that everyone has access to a high quality cultural offer regardless of their background, knowledge, skills, needs or experience. We need to work with partners in an unprecedented co-operative approach to address both real and perceived barriers to participation to drive higher engagement.



Photo: Thierry Noir street art, Matthew Couper

Creative economy

Southwark is an increasingly popular start-up location for the creative industries. The creative economy is a major growth area for the UK. At the time of writing this strategy, one in eleven of all UK jobs is in the creative economy¹. The night time economy in particular supports one in six jobs for people aged under 18.²

What are the challenges?

We know that our residents face challenges in accessing the opportunities offered by the creative industries, where half of all jobs are filled by those with degrees or equivalent³. Children born into low income families, with low levels of educational qualifications, are the least likely to be employed and succeed in the cultural and creative industries.

Recent changes in the education policy are expected to impact on the skills gap for the creative industries, where a principal concern of employers is the lack of suitable skills for the jobs available⁴.

We know that local businesses need support to thrive in changing environments, particularly around the upcoming business rates revaluation, adapting to digital consumption of cultural products, the reduction in public funding and uncertainty around the implications of Brexit.

What do we want to achieve?

We need to ensure that Southwark continues to provide the right environment to enable the growth and development of the creative economy and that our residents benefit from this. We must support our residents to have the right skills through our higher and further education and volunteering in order to access these employment opportunities. We also need to advocate for the cultural sector to employ more residents and that those who work in the creative economy are supported by the London Living Wage and proper rates recognised by unions in recognition of their professional status, skills and experience.

Who will make this happen?

We will need to work together with organisations around the borough to achieve the ambitions in this strategy, from large and small cultural organisations and individuals to various teams such as culture, planning, regeneration and local economy.



Photo: Nunhead Bite, Mickey Lee

1 DCMS 2016 Creative Industries Economic Estimates

2 www.almr.org.uk/facts-figures

3 Equality and Diversity Literature Review, July 2016, Arts Council England

4 The C Report, 2016-17, Creative Industries Federation

Working with our partners our commitments are to:

- 1** Improve the number of employment opportunities offered through the creative economy which supports our target of creating 5,000 jobs by 2018.
- 2** Deliver programmes which reduce barriers for Southwark residents to enter into cultural sector training and volunteering.
- 3** Advocate for the London Living Wage and union rates for artists in the creative economy.
- 4** Increase the amount of creative industry apprenticeships, which supports our target of creating 2,000 apprenticeships by 2018.
- 5** Support the skills and development needs of creative economy enterprises through training and capacity building.
- 6** Support existing networks and enable networking opportunities.
- 7** Support and enable businesses to overcome challenges and flourish.



Photo: Fistful of Sandwich, Phillippe Leone

Creative growth

During 2017 it is estimated that 40 per cent of the borough is currently under development, with a regeneration value across the borough totalling £4 billion.⁵ With a population of 307,000, it is one of the most densely populated boroughs in London. There are significant areas of regeneration at Elephant and Castle, Canada Water, East Walworth, Peckham, Old Kent Road, Camberwell and Blackfriars Road. The population of Southwark is expected to rise by 15 per cent in the next ten years as new homes in these areas are developed.⁶ Areas of Southwark have grown and developed because of a rise in the clustering of creative industries. Protecting and growing cultural venues and workspaces has allowed this creative output to drive places with strong identities and characters that are deeply felt by residents and visitors.

What are the challenges?

Increases in cost and rent of commercial and residential property can limit the amount of affordable premises, and impact on people's ability to live and work in the borough. This loss can be felt across cultural venues specifically across London's music, LGBTQI venues and artists workspaces. The predicted growth of Southwark's population creates a requirement for more facilities to meet demand. The cultural landscape is changing and there is an increased need for the use of space to support pop up and testing of new ideas.

What do we want to achieve?

Southwark will continue to play a part in London's cultural fabric on a local, national and international level. We need to work with partners to develop the right environment for the creative economy to thrive in and around our town centres. We recognise the value of retaining viable cultural organisations in the borough, and we continue to support new and emerging creative industries.

Key to this will be our work with universities, to enable our current and future business owners and workforce to thrive in the 21st century.

We want the cultural sector to enable residents to engage in, and benefit from, the social impact of regeneration, ensuring that cultural needs of existing and new communities are met.

Who will make this happen?

We will need to work together with organisations around the borough to achieve the ambitions in this strategy, from large and small cultural organisations and individuals to various teams such as culture, planning, regeneration, libraries and heritage, licensing and local economy.



Photo: Paradise over Pavements, Sam Welham-Gidney

⁵ <http://www.southwark.gov.uk/info/200079/regeneration>

⁶ www.southwark.gov.uk/download/.../id/.../southwark_demography_bulletin_2015

Working with our partners our commitments are to:

- 1 Retain viable cultural venues (indoor and out) and creative workspace.
- 2 To strategically plan and work with partners to create new cultural venues and workspaces. This supports our target of achieving 500 new affordable business and creative spaces by 2018.
- 3 To work with developers to make informed decisions about the creation of cultural venues and workspaces.
- 4 Continue to use Section 106 and Community Infrastructure Levy to support the provision of cultural assets.
- 5 Provide opportunities for the cultural sector to engage in regeneration and planning processes.
- 6 Access and promote opportunities for the use of properties.
- 7 Continue to develop libraries, offer flexible working spaces, which can host wider cultural and heritage activity.



Photo: Canada Water Library, Tim Crocker

Creative people

Southwark's community is incredibly diverse, and this is one of our most valued assets. At present, 42 per cent of Southwark are 20 to 39 year olds. It is estimated that the over 65 age group will grow the fastest over the next five to ten years, making up 32 per cent of the population. The community is ethnically diverse; a trend which is predicted to continue into the future, with the BME population projected to grow the most in the next ten years. Southwark is the 41st most deprived local authority in England and the 12th most deprived borough in London. 10 per cent of children and young people and 20 per cent of adults in Southwark are estimated to have a mental health condition, most of which began in childhood. Mental ill health is linked to deprivation.

What are the challenges?

- Recent studies have concluded that the two most influential factors for attendance and participation in cultural activities are educational attainment and socio-economic background⁷.
- At a local level, our research shows that affordability and knowing what's on are the main factors hindering participation and attendance.

What we want to achieve

- Everyone has the right to a high quality cultural offer regardless of their background, knowledge, skills, needs or experience. By coming together, sharing cultural experiences, celebrating the heritage of the borough, learning from each other and feeling pride in their local area, our residents will reap the social benefits of living in Southwark and its amazing cultural scene.
- Access to culture is important for mental health and is a key part of the five ways to wellbeing⁸. It can make us feel happier, boost self-confidence and self-esteem and help us connect with others. This is particularly important to combat social isolation.
- We need to work with partners in an unprecedented co-operative approach to address both real and perceived barriers to participation to drive higher engagement.

Who will make this happen?

- We will need to work together with organisations around the borough to achieve the ambitions in this strategy, from large and small cultural organisations and individuals to various teams such as culture, community engagement, libraries and heritage, education regeneration, libraries, public health, licensing and local economy.



Photo: Tumble Circus, Tara Abidi

⁷ Equality and Diversity Literature Review, July 2016, Arts Council England

⁸ Five Ways to Wellbeing, October 2008, The new Economics Foundation

Working with our partners our commitments are to:

- 1 Deliver cultural opportunities through our libraries, heritage and events programme.
- 2 Deliver cultural opportunities for young people to engage with during out of school hours.
- 3 Promote digital inclusion and social media for creative means.
- 4 Support the development of cultural activities for, and by, all of our communities.
- 5 Enable access to culture for older people.
- 6 Support creative programmes that lead to healthier lives for our residents.
- 7 Improve our communication about cultural activities to residents, especially those which are free and low cost.



Photo: Canada Water Library, Tim Crocker

Methodology

Method of strategy development

Consultation has been important to the development of this strategy. We undertook a comprehensive literature review of recent papers, research and consultation for existing strategies where their content was closely interlinked with culture.

Consultation with the cultural sector 2012

The consultation for the 2013-2018 cultural strategy held six meetings with more than 100 partners. In addition, in 2015, we conducted a mid-term review of progress on the strategy. Together with our regular engagement with the cultural sector this meant that there was a strong pre-existing evidence base from which to work.

Consultation 2016/17

We tested whether the findings in 2012/13 and 2015 were still current (including an e-survey with partners).

Focus groups

Roundtable discussions were held with invited partners. These focussed on:

- > Equality, diversity and widening opportunities
- > Business, employment and training
- > Libraries and heritage provision

Internal council discussion groups

In order to continue and deepen the cross-council approach to the delivery of the cultural strategy we also held internal department groups with:

- > Local economy, regeneration, planning and property
- > Events and arts, libraries and heritage, parks and leisure and communications
- > Education, youth and play, community engagement and public health

Community consultation

The Audience Agency was appointed to design and undertake an in-depth survey, 263 face-to-face interviews were carried out over 60 hours with residents at a selection of Southwark Libraries across a range of days and times. It was also circulated as an e-survey via council databases and partners.



Photo: The Culture Cart, Hannah Maule-finch

We undertook a comprehensive literature review of recent papers, research and consultation of existing strategies where content was closely interlinked with culture.



Photo: Eye on the Road, Helen Marshall

Terminology

Throughout the document we have referred to the following terms:

Term	Definition
The creative industries	Businesses which have creativity as their core function such as museums, theatre and architecture ⁹ .
The creative economy	The creative industries plus non-creative support jobs which exist as a result of the creative industries, for example catering, cleaning and finance functions for a theatre. It also refers to creative jobs which sit outside of the creative industries, for example a graphic designer in a property development company.
The cultural sector	Creative industries, voluntary and third sector organisations.

The strategy does not encompass sport, education in schools or the peripatetic music services.

⁹ The Creative Industries in London, 2015, GLA Economics

Cultural Organisations Consultation: Summary report

This report was created on Friday 24 February 2017 at 12:03.

The consultation ran from 21/12/2016 to 23/01/2017.

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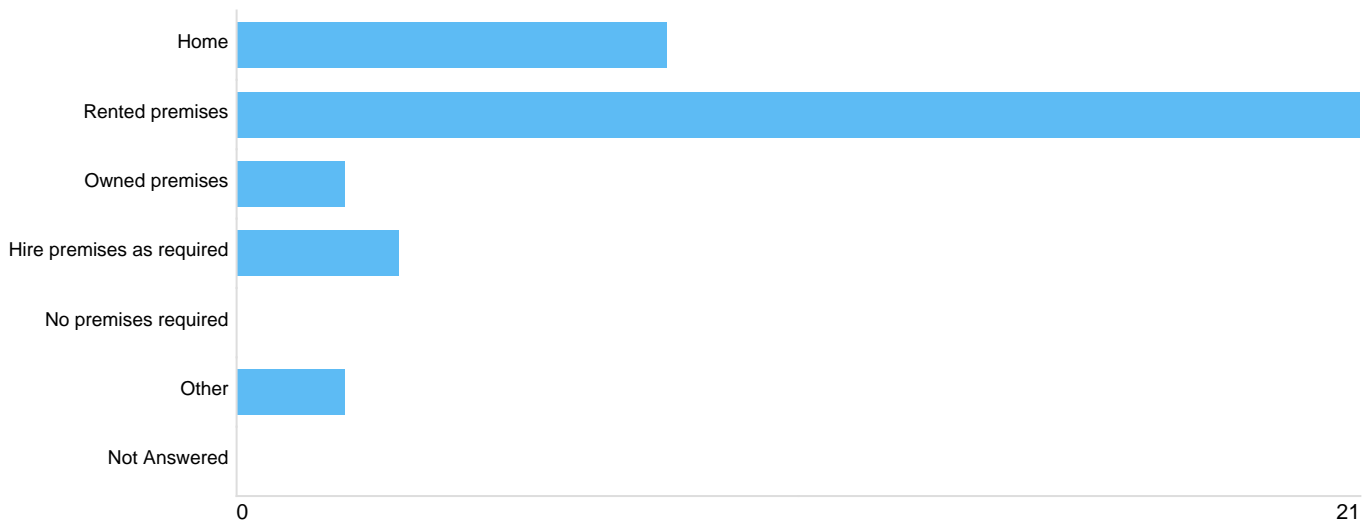
Question 1: What are the main priorities of your organisation?

Priorities

There were **36** responses to this part of the question.

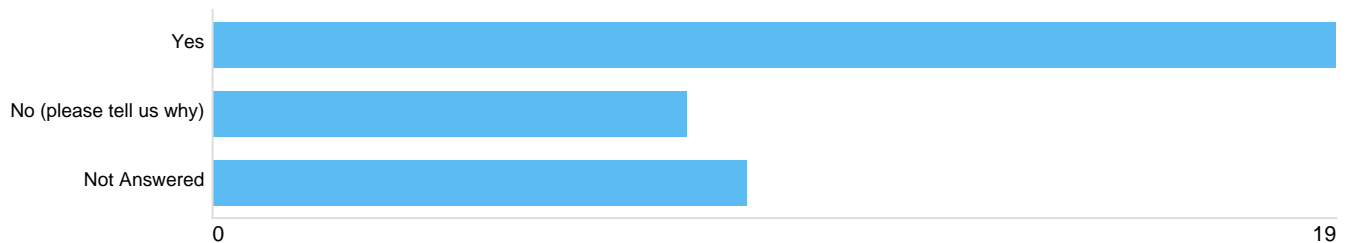
Question 2: What type of premises do you work from?

Premises



Option	Total	Percent
Home	8	22.22%
Rented premises	21	58.33%
Owned premises	2	5.56%
Hire premises as required	3	8.33%
No premises required	0	0%
Other	2	5.56%
Not Answered	0	0%

Security



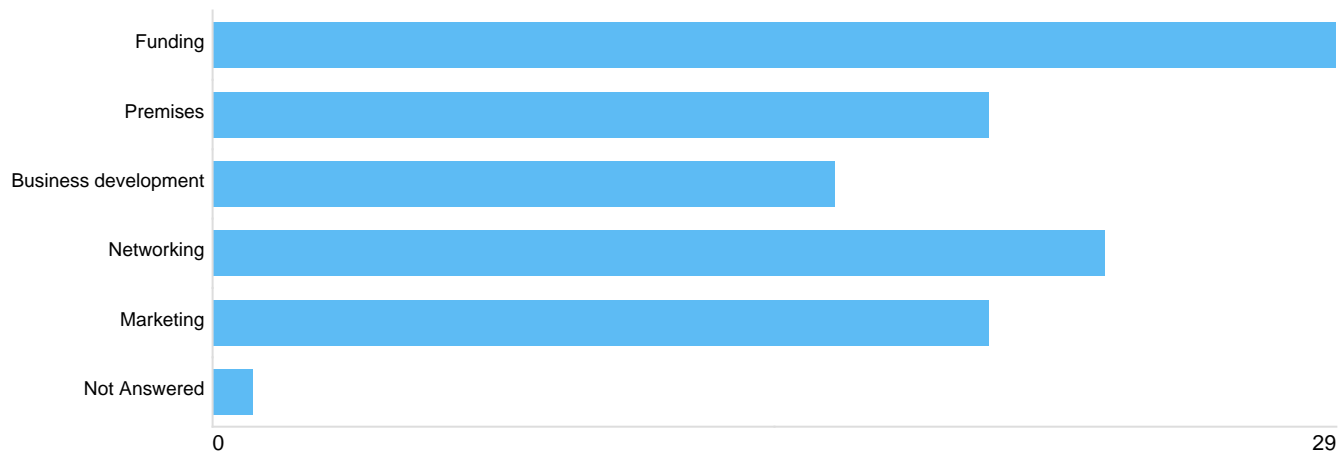
Option	Total	Percent
Yes	19	52.78%
No (please tell us why)	8	22.22%
Not Answered	9	25.00%

Why no security

There were 12 responses to this part of the question.

Question 3: Which areas of support or advice might you need to enable you to flourish in Southwark?

Support/advice required



Option	Total	Percent
Funding	29	80.56%
Premises	20	55.56%
Business development	16	44.44%
Networking	23	63.89%
Marketing	20	55.56%
Not Answered	1	2.78%

Support/advice other

There were 7 responses to this part of the question.

Question 4: Where are you looking to increase funding streams from next year?

Funding streams



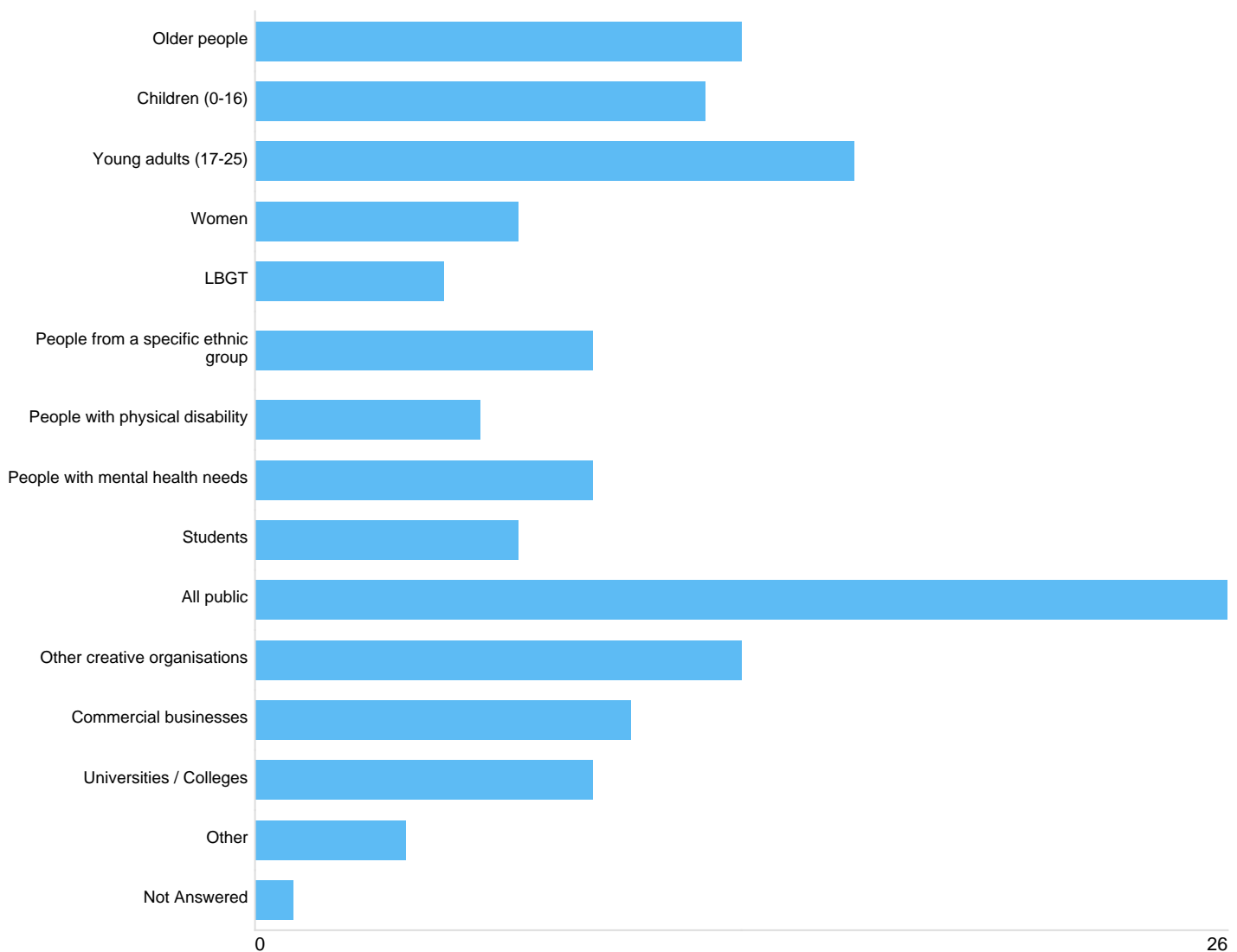
Option	Total	Percent
Trusts and foundations	27	75.00%
Earned income	25	69.44%
Public Sector	18	50.00%
Philanthropic giving	20	55.56%
Sponsorship	22	61.11%
Donations	24	66.67%
Not Answered	1	2.78%

Funding streams other

There were 4 responses to this part of the question.

Question 5: Who is your target market?

Audience



Option	Total	Percent
Older people	13	36.11%
Children (0-16)	12	33.33%
Young adults (17-25)	16	44.44%
Women	7	19.44%
LGBT	5	13.89%
People from a specific ethnic group	9	25.00%
People with physical disability	6	16.67%
People with mental health needs	9	25.00%
Students	7	19.44%
All public	26	72.22%
Other creative organisations	13	36.11%
Commercial businesses	10	27.78%
Universities / Colleges	9	25.00%
Other	4	11.11%
Not Answered	1	2.78%

Other (please state)

There were **8** responses to this part of the question.

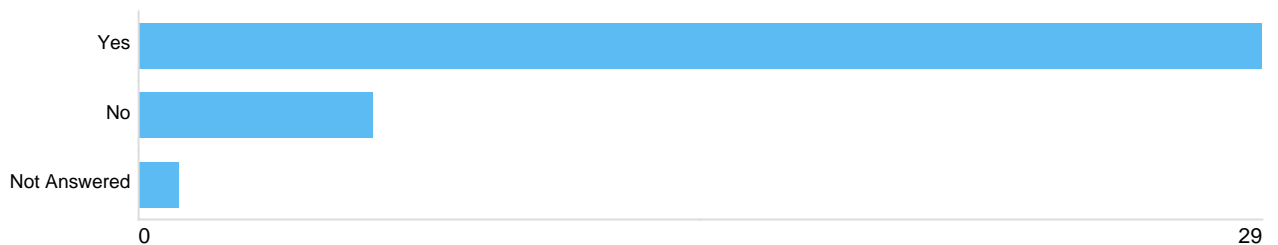
Question 6: What challenges do you face in accessing your target market?

Challenges

There were **34** responses to this part of the question.

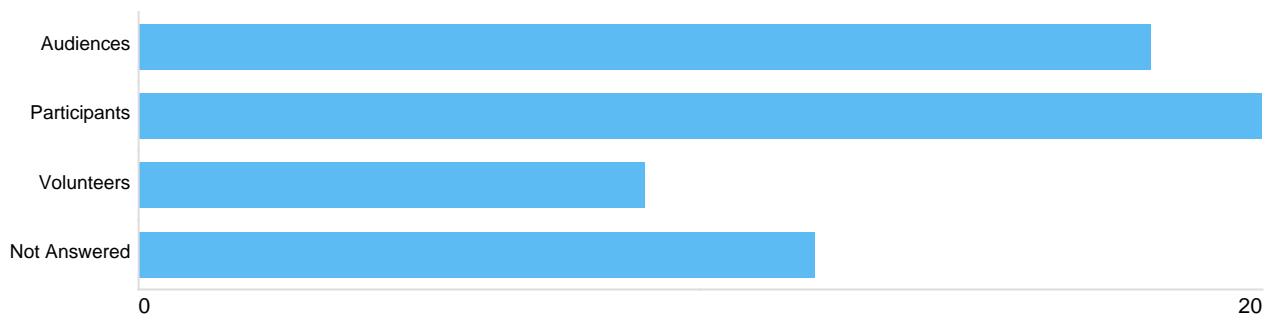
Question 7: Do you work with young people?

Work w/ young people



Option	Total	Percent
Yes	29	80.56%
No	6	16.67%
Not Answered	1	2.78%

Young people types



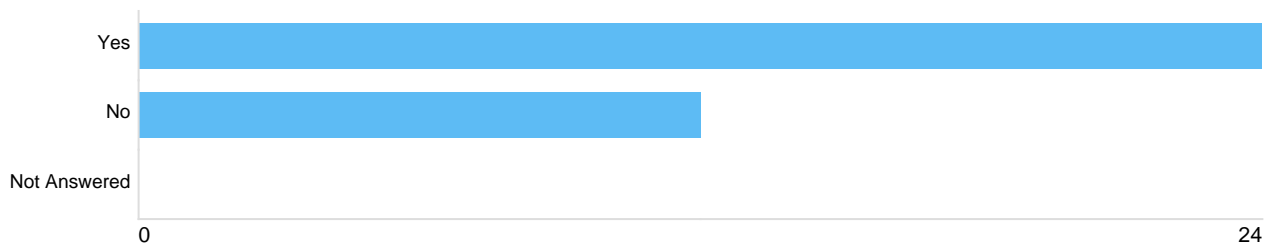
Option	Total	Percent
Audiences	18	50.00%
Participants	20	55.56%
Volunteers	9	25.00%
Not Answered	12	33.33%

Young people roles other

There were **8** responses to this part of the question.

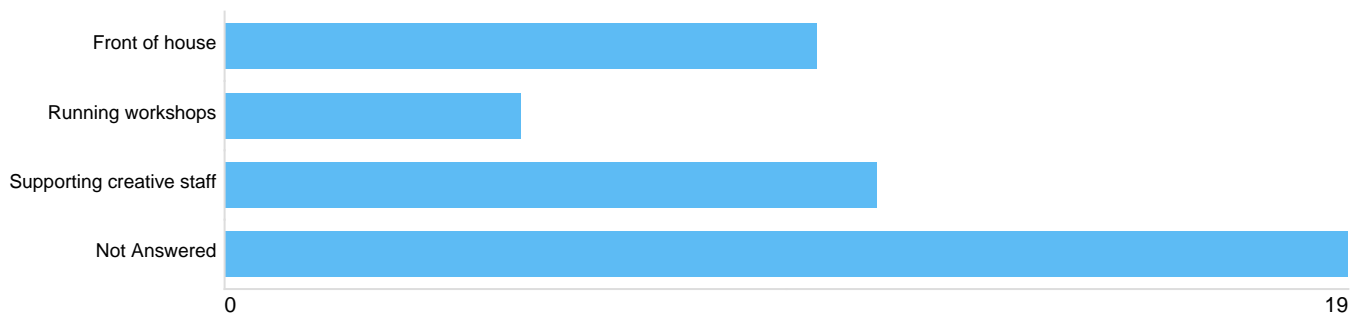
Question 8: Do you use volunteers?

Work w/ volunteers



Option	Total	Percent
Yes	24	66.67%
No	12	33.33%
Not Answered	0	0%

Type of volunteers



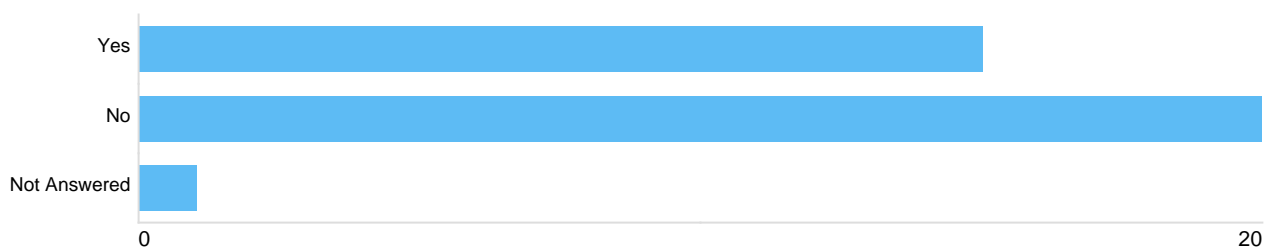
Option	Total	Percent
Front of house	10	27.78%
Running workshops	5	13.89%
Supporting creative staff	11	30.56%
Not Answered	19	52.78%

Other (please specify)

There were **11** responses to this part of the question.

Question 9: Do you hire apprentices or interns?

Hire apprentices



Option	Total	Percent
Yes	15	41.67%
No	20	55.56%
Not Answered	1	2.78%

Why no apprentices/interns

There were **24** responses to this part of the question.

Question 10: How can we create the best possible environment in Southwark for graduates, businesses and new jobs in the creative sector to thrive?

Environment

There were **33** responses to this part of the question.

Question 11: What is your long term aspiration as an organisation / individual in the creative sector?

Goal

There were **35** responses to this part of the question.

Question 12: What do you think the 3 priorities should be for the arts and cultural sector?

Key ingredients

There were **36** responses to this part of the question.

Question 13: Is there anything else you would like to tell us?

Anything else

There were **17** responses to this part of the question.

Question 14: Please tell us more about your organisation, if you are willing to.

Organisation name

There were **24** responses to this part of the question.

Southwark Council

Cultural Strategy Residents Research

Library users survey results

Jacqui Fortnum, Consultant

&

Daniel Cowley, Research Manager

January 2017

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Introduction

About this report

Southwark Council approached The Audience Agency to undertake research with local residents to inform a refresh of the Borough's Cultural Strategy.

The primary objectives were to consult with residents in the Borough to better understand:

- Who is engaging with culture
- What culture they engage with in the Borough
- What they are aware of but don't engage with
- Why they don't engage with all or some of the offer
- What the barriers might be
- What they would like to see more of
- What else they do in their leisure time

The findings from this research will inform future developments on the cultural offer for the Borough, including shaping commissioning of cultural activity. This report presents the findings of the residents' survey.

Methodology

A survey was conducted at five Southwark libraries, and an e-survey distributed via the borough website and digital communication channels. Libraries were chosen as a location at which a wide cross-section of borough residents could be found.

The survey of library users took place between December 23rd 2015 and January 14th 2017, at Peckham Library, John Harvard Library, Dulwich Library, Newington Temporary Library and Canada Water Library. Three shifts were conducted at each location, over a mix of mornings, afternoons, weekdays and weekends.

In total, 263 interviews were conducted, giving an overall margin of error of $\pm 6\%$ at the 95% confidence level. This means we can be confident that the results are representative of all those who visited the five libraries over the research period, with the observed results in this report being within 6% of the results we would have seen had everyone who visited the libraries over this period been interviewed.

Questions with fewer response will have a larger margin of error; those where responses are more extreme (i.e. further away from 50%) will have a smaller margin of error. The sample size for each question is given below the relevant chart.

Results of the e-survey are given in a separate report.

Executive summary

The research was conducted between December 23rd 2015 and January 14th 2017.

Survey data collection took place at Peckham Library, John Harvard Library, Dulwich Library, Newington Temporary Library and Canada Water Library.

263 interviews were conducted, giving an overall margin of error of $\pm 6\%$ at the 95% confidence level.

The demographic profile of the respondents closely reflected that of the borough population as a whole, indicating a strongly representative sample.

Key findings

Demographics

- 51% of respondents identified as female, 49% as male.
- Nearly a quarter (24%) of respondents were aged 25-34.
- 73% of the respondents do not have dependent children living at home
- 55% of respondents identified as being from a White ethnic background; 34% White British and 21% White other.
- 29% of respondents identified as being from a Black or Black British ethnic background.
- 10% of respondents identified as being from an Asian or Asian British ethnic background.
- 92% of respondents identified as having no limiting disability or illness.

Levels of attendance, participation and interest in arts and culture

- 71% of respondents had attended one or more cultural events in the last 12 months.
- 89% of respondents had participated in some cultural activity in the last 12 months.
- 82% of respondents said they would like to attend more cultural events.
- 74% of respondents said that they would like to take part in more cultural activities.

Motivations and encouragements

- 93% of respondents identified the opportunity to be entertained as being the most important factor in deciding whether or not to attend a cultural activity or event.
- 70% of respondents said that being more aware of what's on would encourage them to take part in or go to more cultural events.

General feedback

- Comments about current provision of cultural activities in Southwark were largely positive:

“I really enjoy them and wish there were more!”

- The key themes which emerged from the open comments were:
 - Better access to information about what’s on
 - Affordable ticket pricing
 - Local community engagement and diversity in programming

“Things aren’t advertised well enough. Better social media would help”

“Affordability is important. More information to help people find out better”

“More community gatherings to encourage integration amongst groups of people”

Conclusions and recommendations

The following section highlights areas which the Southwark Council teams may find it useful to discuss further. It includes recommendations for audience development approaches to consider within the overall cultural strategy, based on the evidence presented in this report and in the context of the research project aims.

Some approaches may be new to the teams and some may already be in use; in the latter case it may be useful to revisit or refresh them in the light of the research findings.

Marketing and communications

One of the main themes to emerge from the research is that people do not feel well informed about cultural activity in Southwark. There are some approaches which the borough may find useful to consider:

- Given that the library service appears to attract users who are representative of the Southwark population as a whole, it’s likely that using library sites and digital channels as hubs for communications and marketing activity would be effective in raising the profile of cultural activity in the borough.
- Identifying other service providers and cultural organisations that Southwark residents are already engaged with, and which have the potential to support cross-promotion partnerships - such as local community centres, transport hubs, and cinemas for example - may also offer potential routes to engaging people who aren’t currently accessing information about cultural activities.
- A number of comments about information sources in the open feedback responses referred to digital communications, particularly social media. The Southwark teams

may find it helpful to review how its social media channels are being used, and identify ways to make messaging more effective. For example, ensuring that content is timely and tailored to meet the needs and expectations of the audience; talking to them in the way they expect from any given channel.

Programming

The research indicates that engagement with culture is high, particularly for participatory activities such as playing music, creative fine arts, and creative writing, and there is an appetite to do and see more.

- The results of the research indicate high levels of participatory cultural engagement and, from our understanding of the behaviour and preferences of lower engaged groups, participation is an effective way of engaging them with cultural activity. An effective approach to maximising the impact of cultural programming could be to include participatory elements in the programming for other types of event. For example, creative workshops to accompany a visual arts exhibition; acting, music, or singing lessons to sit alongside theatre or concert performances; or digital arts workshops to accompany video installations or film showings.
- The most popular cultural activities appear to be visiting traditional venues such as museums and galleries. To engage audiences who are unaware of the offer in Southwark, or are from lower engaged groups, the cultural teams may consider outreach programmes which take elements of these offers out into more widely accessed settings such as libraries and shopping centres.

Further research

The face to face survey results will be supplemented by further responses collected through an online e-survey version of the same questionnaire. From an interim review of the results, the e-survey respondent constituency is not as representative of the borough as a whole, and may represent the most highly engaged sections of the population. For this reason the results of the e-survey will be presented separately, but in the context of the face to face survey findings.

Other research areas to consider:

- To inform the strategy for reaching currently lower-engaged or hard to reach communities in the borough, a more consultative approach is recommended; using community engagement consultation methods to explore specific barriers and reasons for lower engagement in more depth.
- Given the research findings in relation to information sourcing, the Southwark teams might find it useful to consider further analysis or research to build a more detailed understanding of how residents are currently accessing information about cultural opportunities and events in the borough; including drivers to engage and the relative effectiveness of different channels on decision making.

Results in full

Demographics

The demographic profile of respondents closely matched those of Southwark residents as a whole, and generally were more representative of the local population than a typical ‘arts’ audience (as indicated by Audience Finder benchmarks - see footnote below).

Key findings

Sex

- 51% of respondents identified as female, 49% as male. This corresponds exactly with the borough population base and is a more even split than is found in the 2015/16 Audience Finder survey benchmark for London¹, where 61% of attenders identify as female.

Age

- Nearly a quarter (24%) of respondents were aged 25-34, compared to 29% in the borough population and 25% in the 2015/16 Audience Finder survey benchmark for London.
- 21% were aged 16-24, compared to 17% in the borough and 15% in the 2015/16 London survey benchmark.
- The percentages of respondents falling into other age categories closely matched those of the borough population and are largely reflective of attenders in the 2015/16 Audience Finder survey benchmark for London.

Children living at home

- 73% of the respondents do not have dependent children living at home, this is comparable with 69% in the borough population.
Of the 27% who do have children living at home, 65% have children aged 5 or under. This is lower than the borough population, where 86% have children aged 5 or under living at home.
- Overall, the results show some significant differences in the ages of respondent’s children and the borough population as a whole, particularly in the 14-15 age group. 5% of respondents have children of this age living at home, compared to 18% in the borough population.

Ethnicity

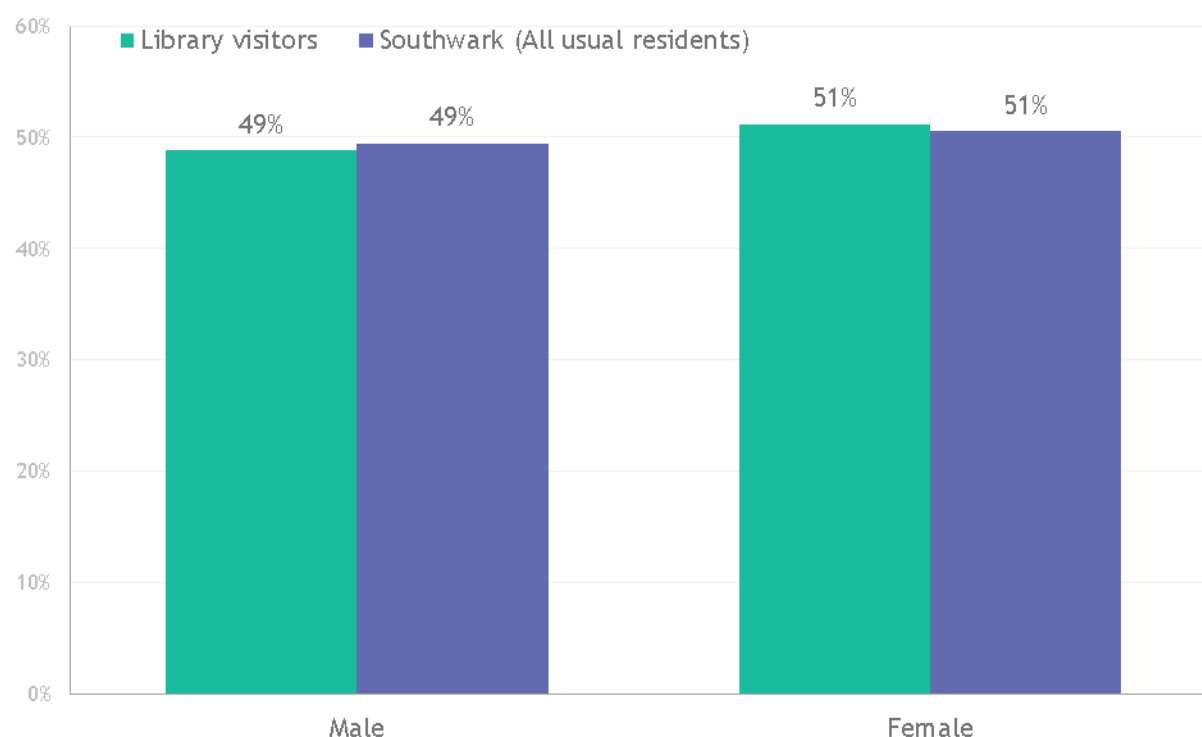
¹ This is derived from the survey data submitted to Audience Finder in 2015/16 by participating arts and cultural organisations in London. The survey benchmark data is largely contributed by museums, art galleries, heritage organisations, and cinemas. It draws on a sample of over 38,000 survey responses.

- 55% of respondents identified as being from a White ethnic background; 34% White British and 21% White other.
Overall this is reflective of the borough population as a whole, where 54% identify as being from a White ethnic background; but 45% and 9% identify as White British and White other respectively.
It is lower than is found in the 2015/16 Audience Finder London survey benchmark, where 92% of attenders identify as being from a White ethnic background.
- 29% of respondents identified as being from a Black or Black British ethnic background. This directly corresponds with 27% in the borough population, and is considerably higher than the 2015/16 Audience Finder London survey benchmark, where 5% of attenders identify as such.
- 10% of respondents identified as being from an Asian or Asian British ethnic background, this closely matches the borough population figure of 9% and is slightly higher than the 2015/16 Audience Finder London survey benchmark, where 6% identify as such.

Limiting disability or illness

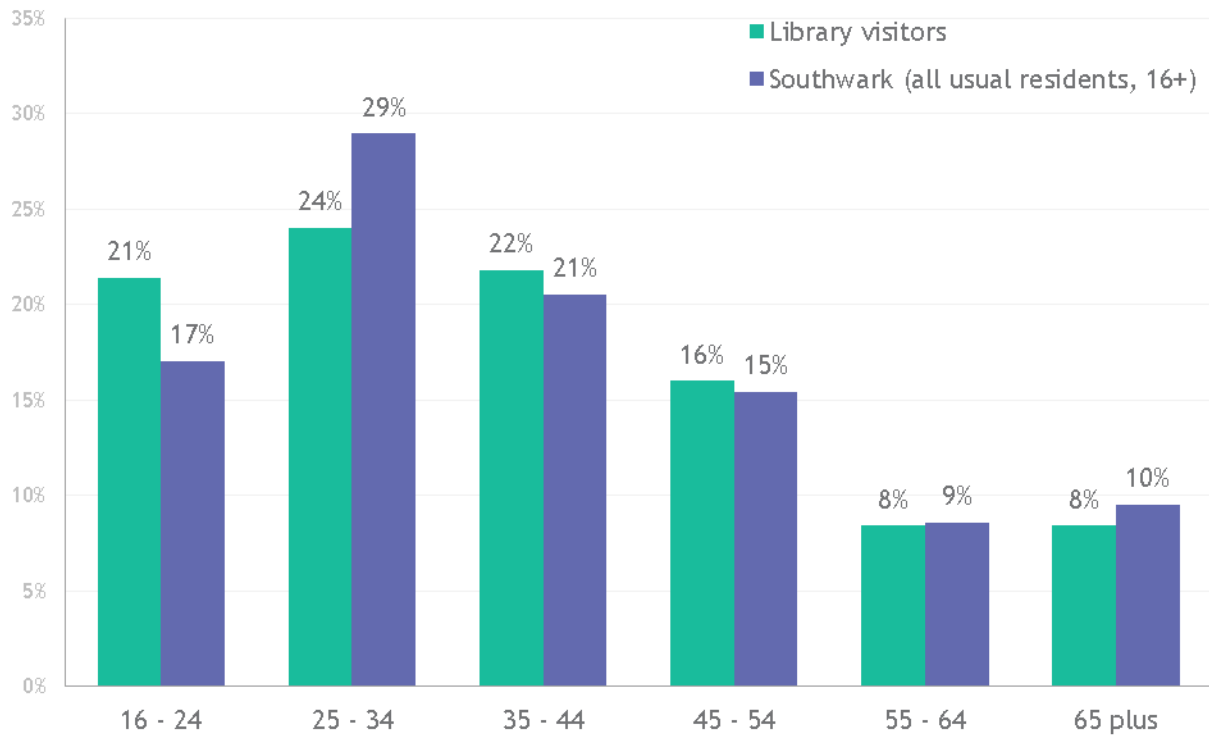
- 92% of respondents identified as having no limiting disability or illness, compared to 86% in the borough population base and 93% in the 2015/16 Audience Finder London survey benchmark.

Sex



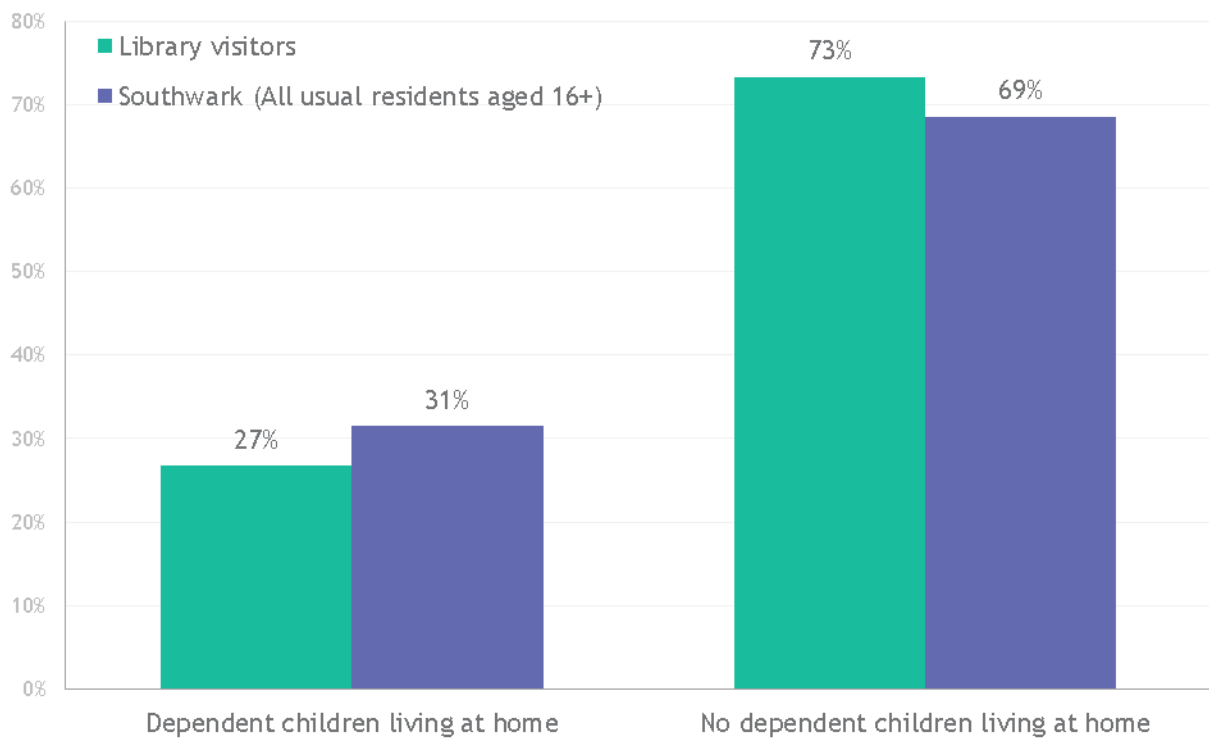
Base: Library visitors - 260; Southwark (all usual residents) - 288,283

Age



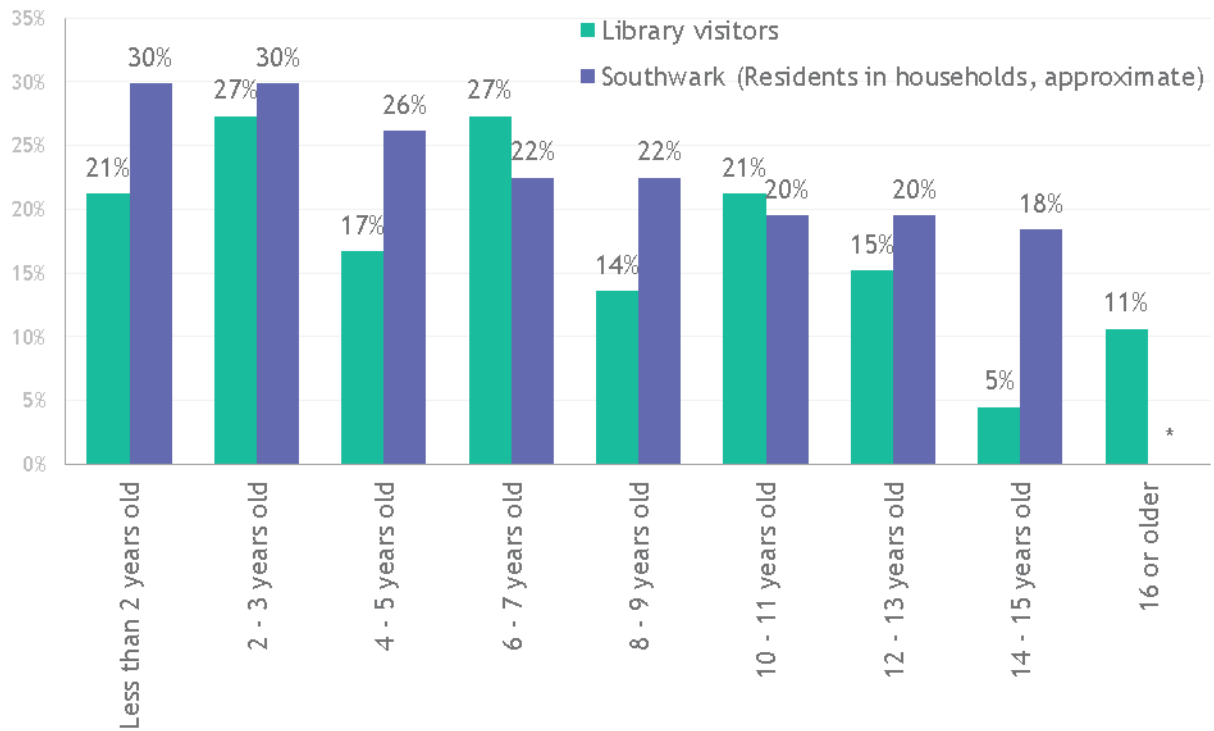
Base: Library visitors - 262; Southwark (all usual residents, 16+) - 234,901

Dependent children



Base: Library visitors - 247; Southwark (all usual residents, 16+) - 229,266

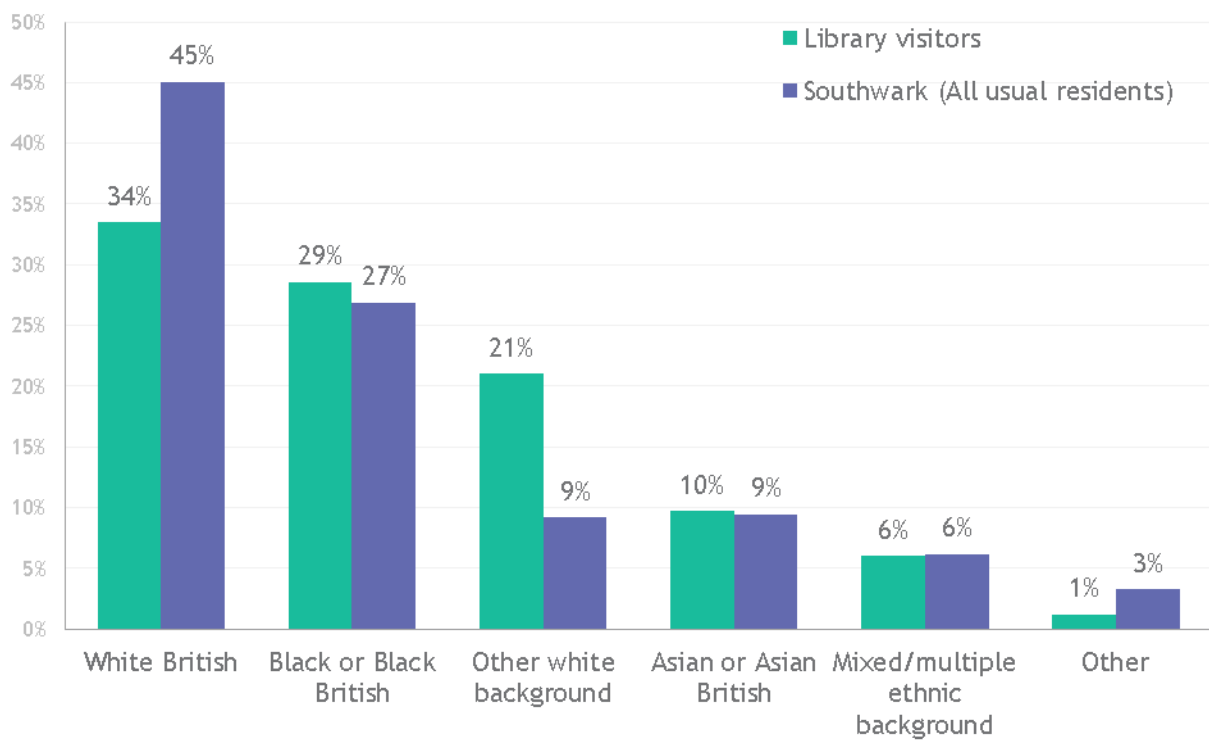
Age(s) of dependent children in household



Base - those with dependent children: Library visitors - 66; Southwark (residents in households) - 96,031

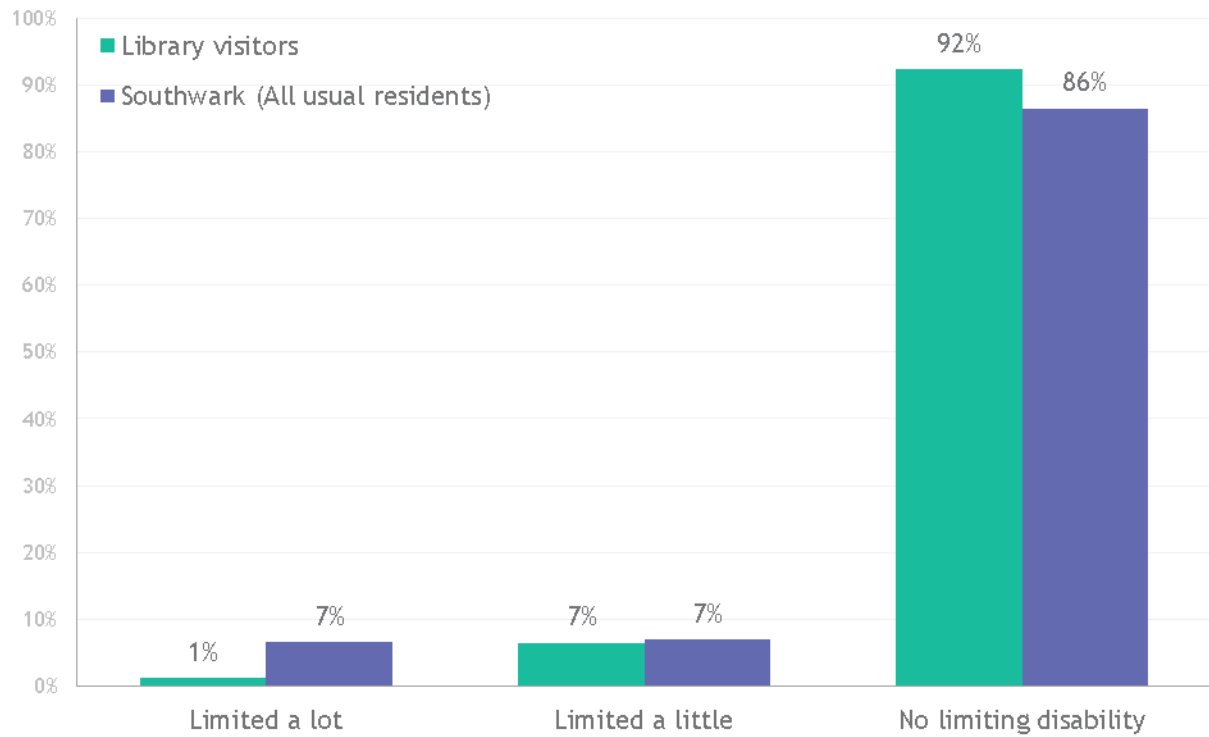
* No information available for dependent children aged 16+, Southwark

Ethnic group



Base: Library visitors - 248; Southwark (all usual residents) - 288,283

Limiting disability



Base: Library visitors - 260; Southwark (all usual residents) - 288,283

Current engagement

Levels of attendance and participation were relatively high amongst the respondents, across a broad range of cultural activities, indicating regular if not frequent engagement both inside and outside of Southwark.

The respondents' level of interest in arts and cultural activities was also high, particularly in comparison to interest in other leisure activities such as taking part or watching sports, and DIY or gardening.

The research also indicates that there is an appetite to engage more with arts and cultural activities, both in terms of attendance and participation.

Key findings

Levels of attendance

- 80% of respondents had attended one or more cultural events in the last three years, with 71% having attended in the last 12 months.
- Of those who had attended within the last year, 49% had been more than once during this time.

Attendance by artform

- The three activities showing the highest levels of engagement were going to the cinema, visiting a museum or heritage site, and attending a visual art exhibition or event.
In the last 12 months, 47% of respondents had been to the cinema, 27% had visited a museum or heritage site, and 25% had attended a visual arts exhibition or event.
- Other activities which showed significant levels of attendance, albeit less frequent, were plays / dramatic performances, street arts, events in libraries / archives, and culturally specific festivals / carnivals.
In the last three years, 23% of respondents had attended a play or dramatic performance, 23% had been to or seen street arts, 19% had attended an event in a library or archive and 17% had been to or seen a culturally specific festival or carnival.

Attendance by location

- 71% of respondents engage with some level of cultural activity in Southwark, and 83% engage outside of the borough.
- Levels of cinema attendance are even both inside and outside of the borough, with 47% of attenders saying they had attended cinema in both.
- Museum and heritage site visits are higher outside of the borough, with 27% of respondents having visited museums in Southwark and 46% having visited museums or heritage sites elsewhere.

- The pattern of attendance is similar for all of the most prominent activities with 25% attending visual arts in the borough and 36% elsewhere, and 16% attending plays or drama in the borough and 36% elsewhere. The exception to this is library and archive events where 14% of respondents had attended in Southwark compared to 10% elsewhere.

Participation by artform

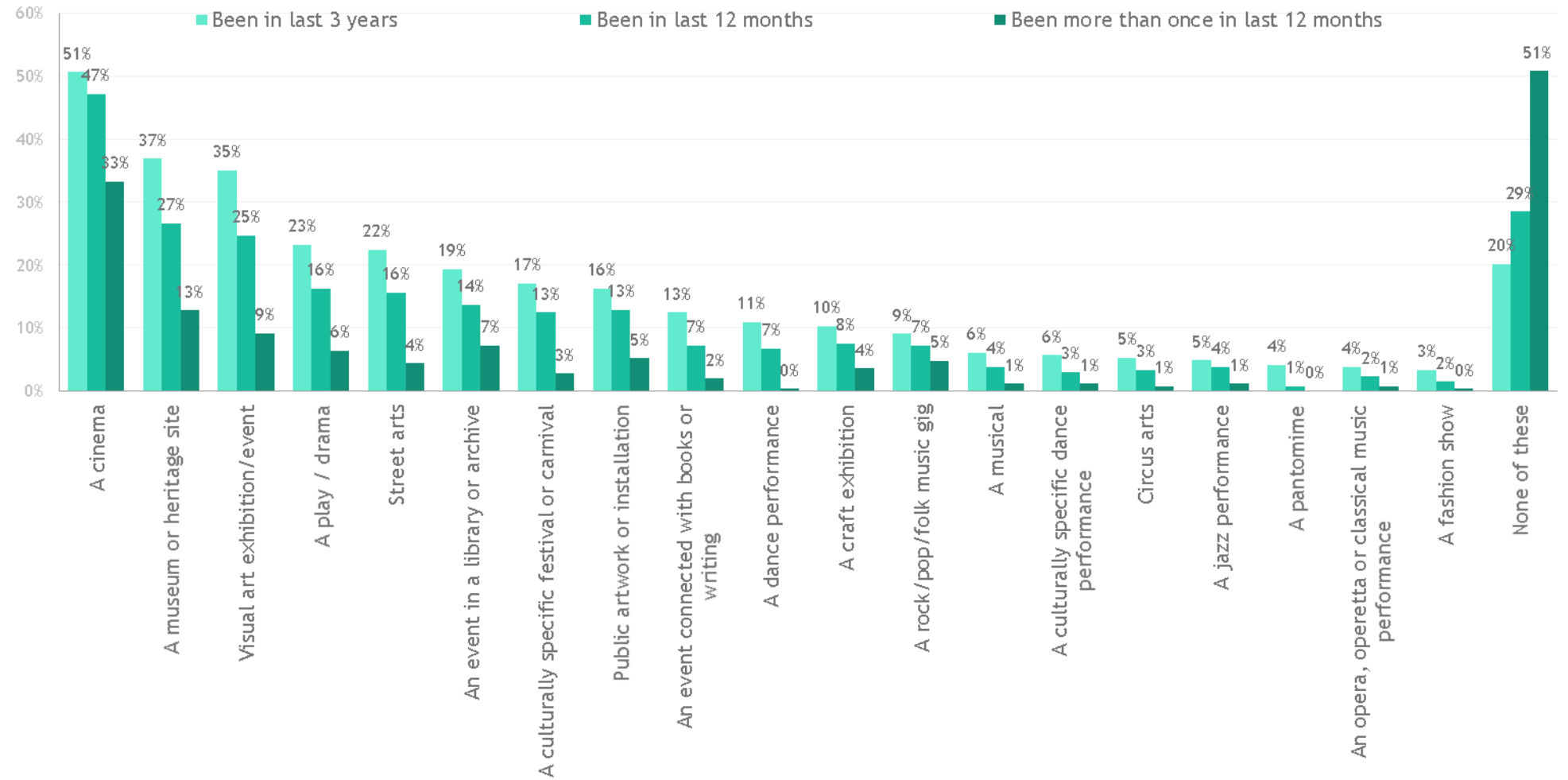
- 89% of respondents had participated in some cultural activity in the last 12 months.
- 83% had read a book for pleasure. Given that respondents were all library users, it's not surprising that this was the activity that showed the highest levels of participation, although similarly high levels of reading for pleasure are indicated in the Taking Part survey results for 2015/16; where 59% of respondents in London said they had read for pleasure in the last 12 months.
- The other activities showing the highest levels of participation were music for pleasure, creative fine arts, creative writing, and historical research.
In the last 12 months, 36% of respondents had played or performed music for pleasure, 29% had taken part in painting, drawing or sculpture, 23% had participated in creative writing activities, and 22% had undertaken research into historical or heritage subjects.
- Other activities which showed significant, but less frequent, levels of participation were crafts, singing and digital arts.
In the last 5 years, 24% of respondents had taken part in a craft based activity, 24% had been involved in singing for pleasure or performance, and 21% had made a digital artwork or video.

Levels of interest

- 33% of respondents 'Strongly agreed' (3%) or 'Agreed' (30%) that they do as much as they are ever likely to do in terms of arts and cultural engagement. This indicates that two-thirds (67%) of respondents represent potential prospects for increased attendance and participation.
- 74% of respondents 'Strongly agreed' (26%) or 'Agreed' (48%) that they would like to take part in more cultural activities.
- 82% of respondents 'Strongly agreed' (32%) or 'Agreed' (50%) that they would like to go to more cultural events.

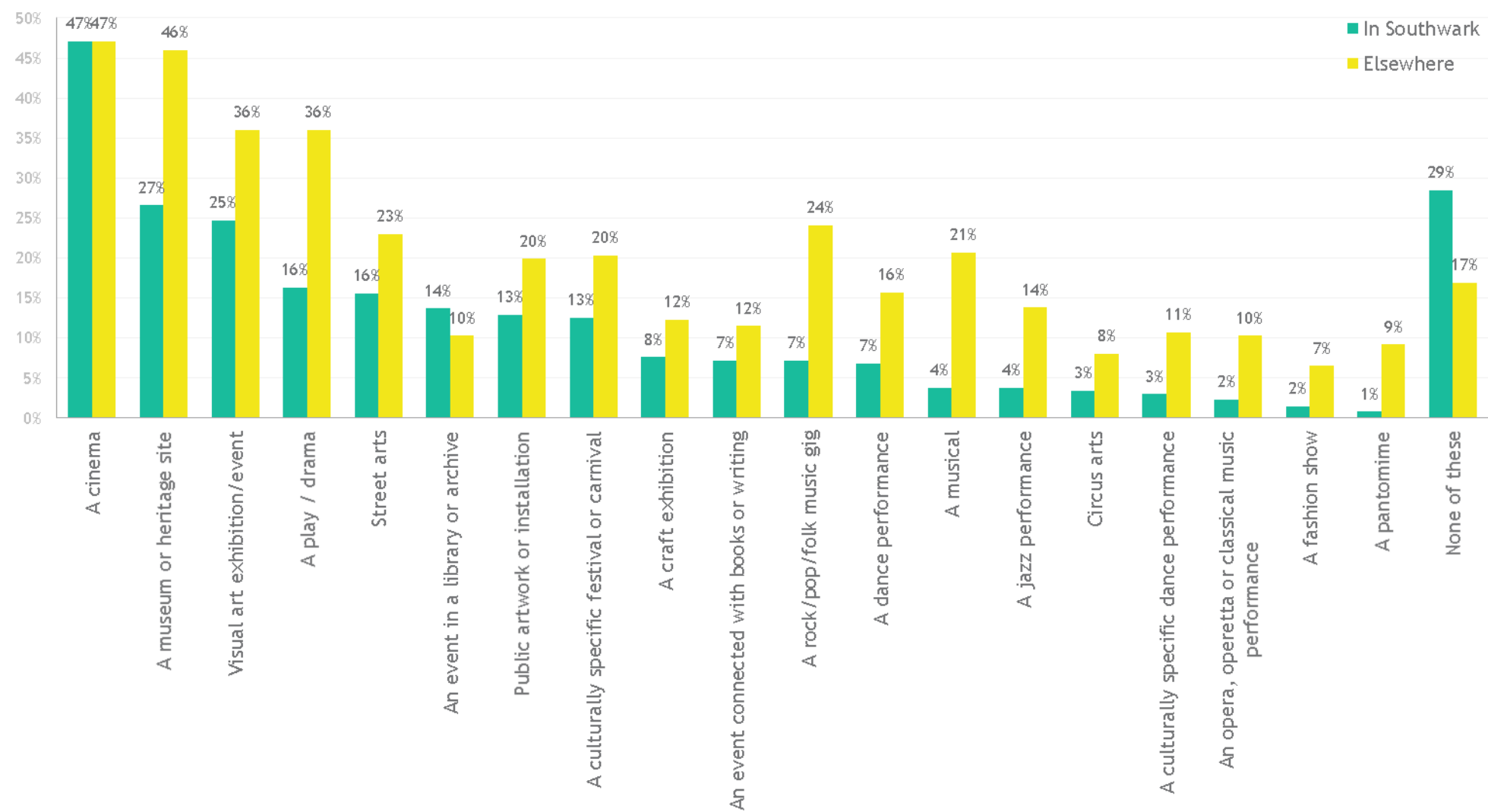
Cultural events

Events in Southwark



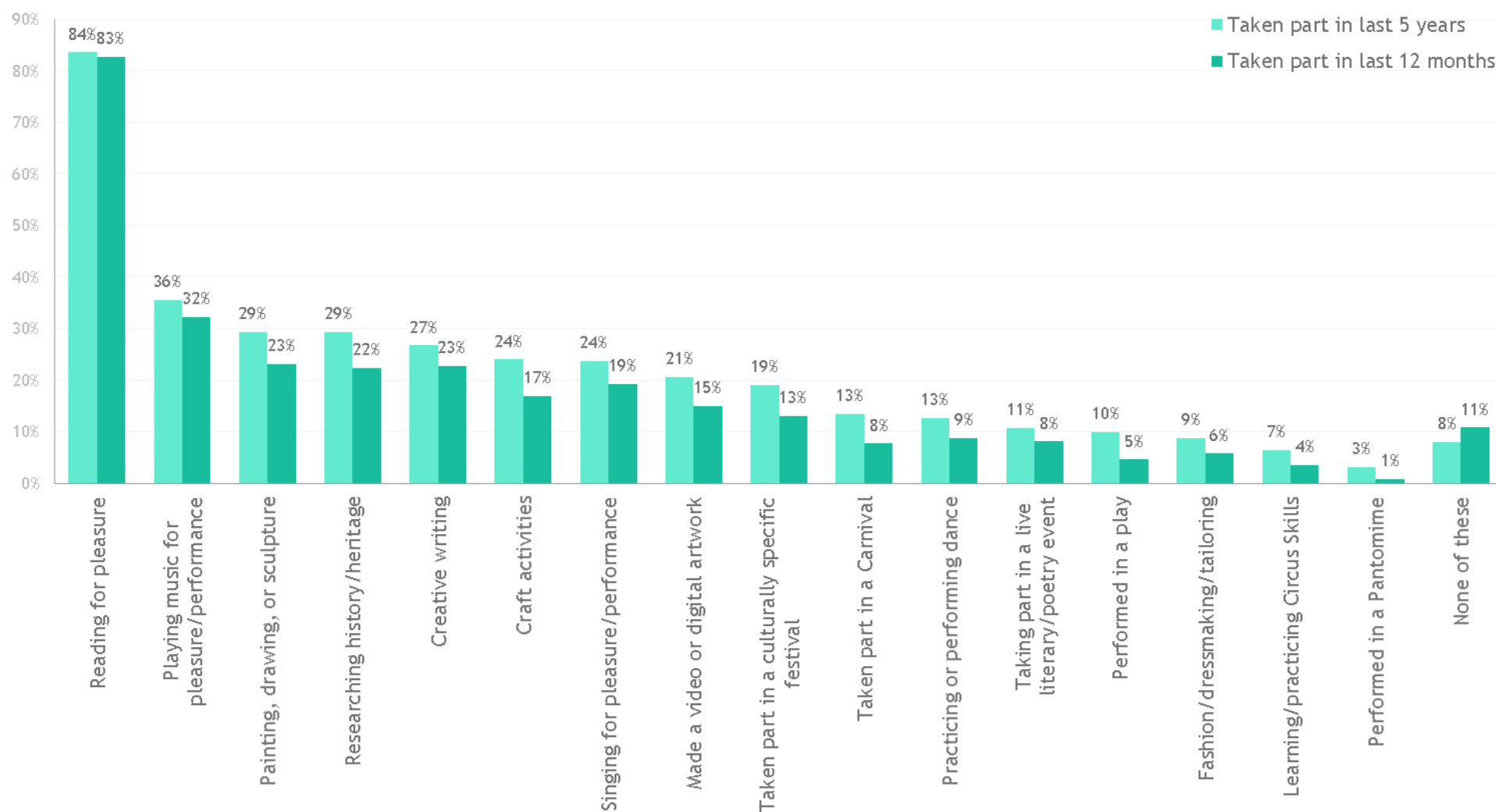
Base: All respondents (263 / 263 / 250)

Events attended in the past 12 months in Southwark and elsewhere



Base: All respondents (263 / 261)

Cultural activities in Southwark

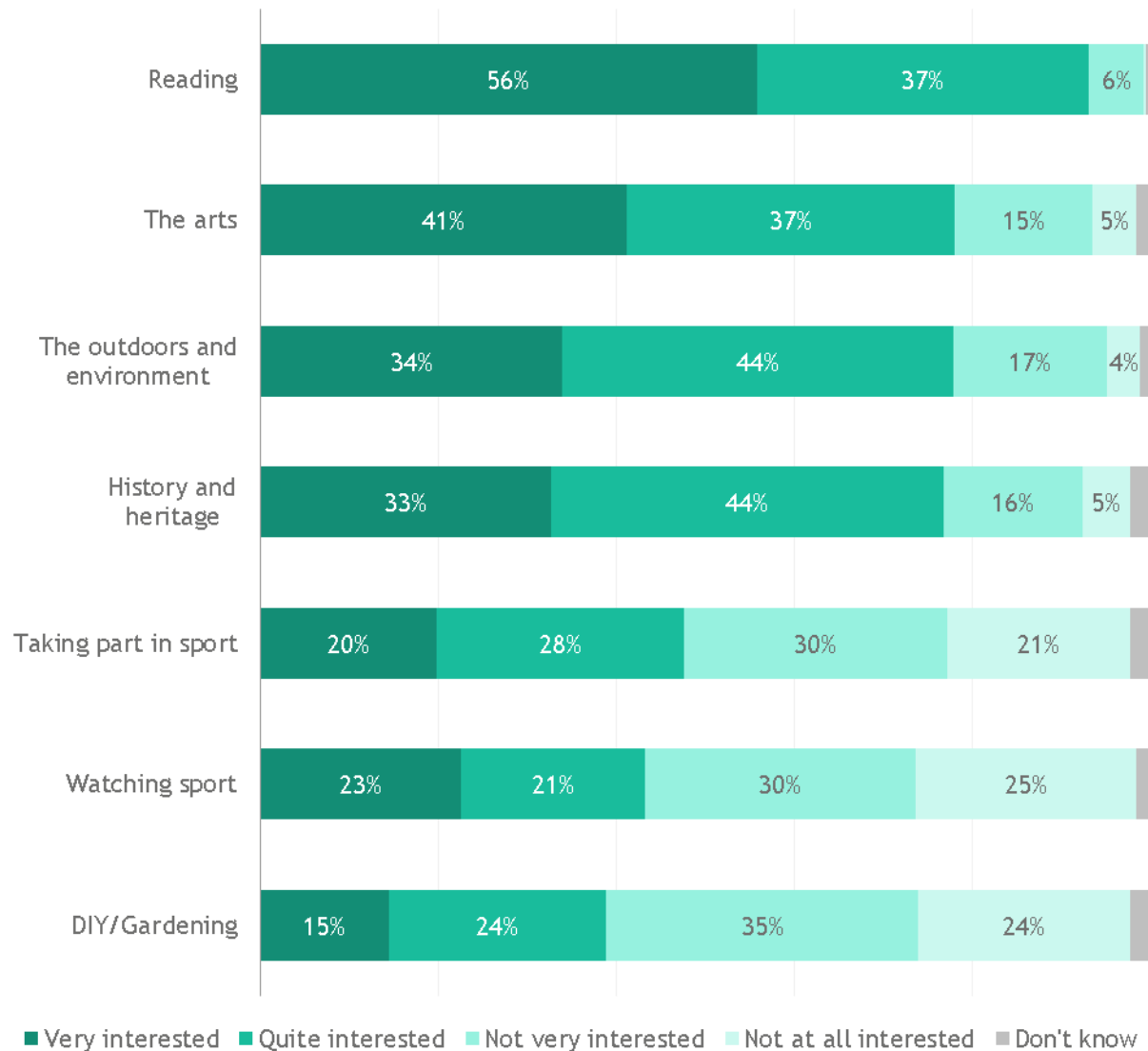


Base: All respondents (262 / 260)

Interests and aspiration

Level of interest

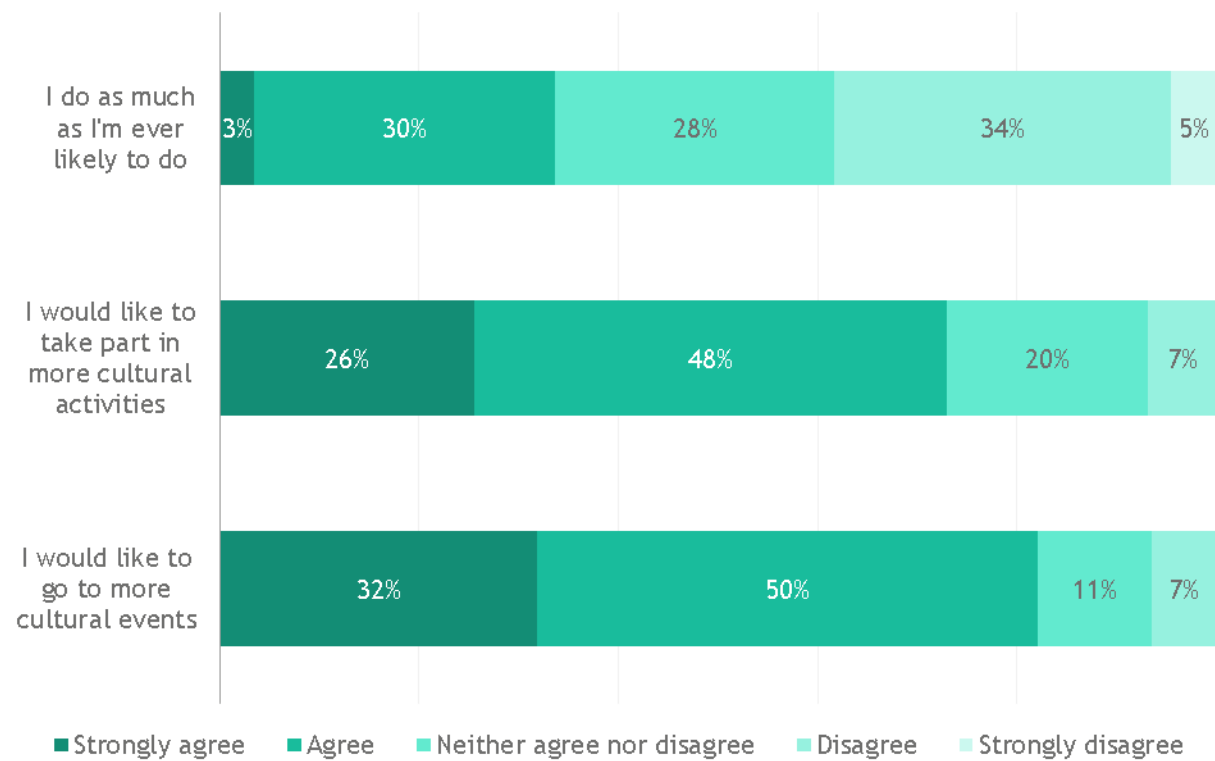
How interested [are you] in each of the following, from very interested to not at all interested?



Base: All respondents (263 / 260 / 262 / 263 / 258 / 261 / 262)

Aspiration

To what extent do you agree or disagree with the following statements



Base: All respondents (261 / 263 / 263)

Motivations and encouragements

The respondents identified entertainment factors as being the main motivators for engaging with arts and cultural activities, with learning opportunities also figuring highly.

To encourage them to take part in or attend more cultural activities, the main factor is being aware of what's on, followed by affordability, and having someone to go with.

Key findings

Motivations and decision making

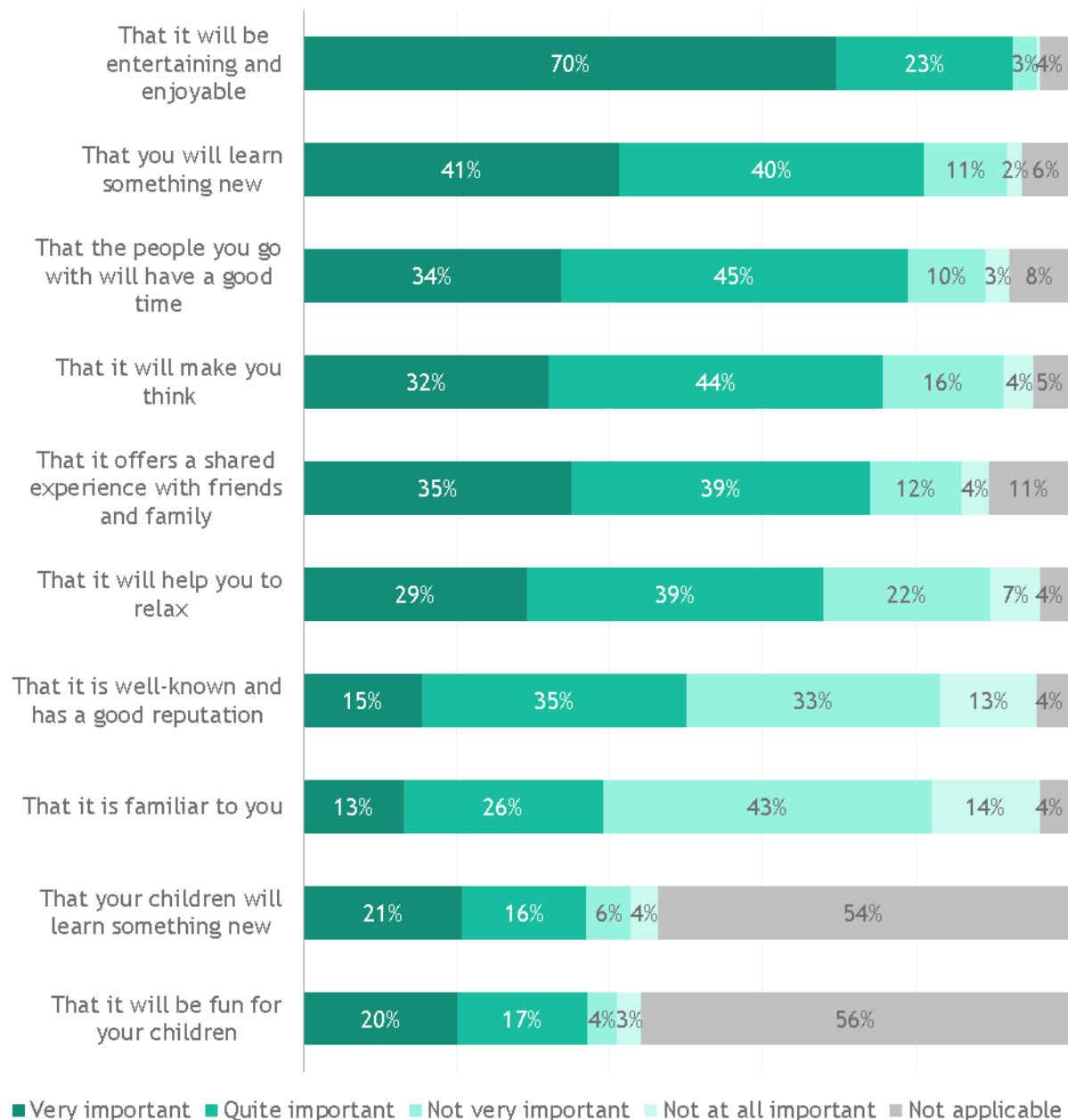
- 93% of respondents said that an activity being entertaining and enjoyable was 'Very Important' (70%) or 'Quite important' (23%) when making choices about which cultural activities or events to go to.
79% said that knowing that the people you go with will have a good time was 'Very important' (34%) or 'Quite important' (45%).
- 81% of respondents said that learning something new was 'Very Important' (41%) or 'Quite important' (40%) when making choices about what cultural activities or events to go to.
75% said that an activity or event that made them think was a 'Very important' (32%) or 'Quite important' (44%) factor in deciding what to go to.
- 74% of respondents said that the opportunity to share an experience with friends and family was 'Very important' (35%) or 'Quite important' (39%) when deciding whether to go cultural activities or events.

Encouragements

- 31% of respondents said that being more aware of what's on would be most likely to help them to take part in or go to more cultural activities and events; 70% said that it would be an encouraging factor.
- 17% said that cheaper tickets or workshop fees would be most likely to help them to engage more with arts and cultural activities; 56% said that this would be an encouraging factor.
- 19% of respondents said that having someone to go with would offer them the most help in attending or participating more in arts and culture; 53% cited this as an encouraging factor.

Decision making

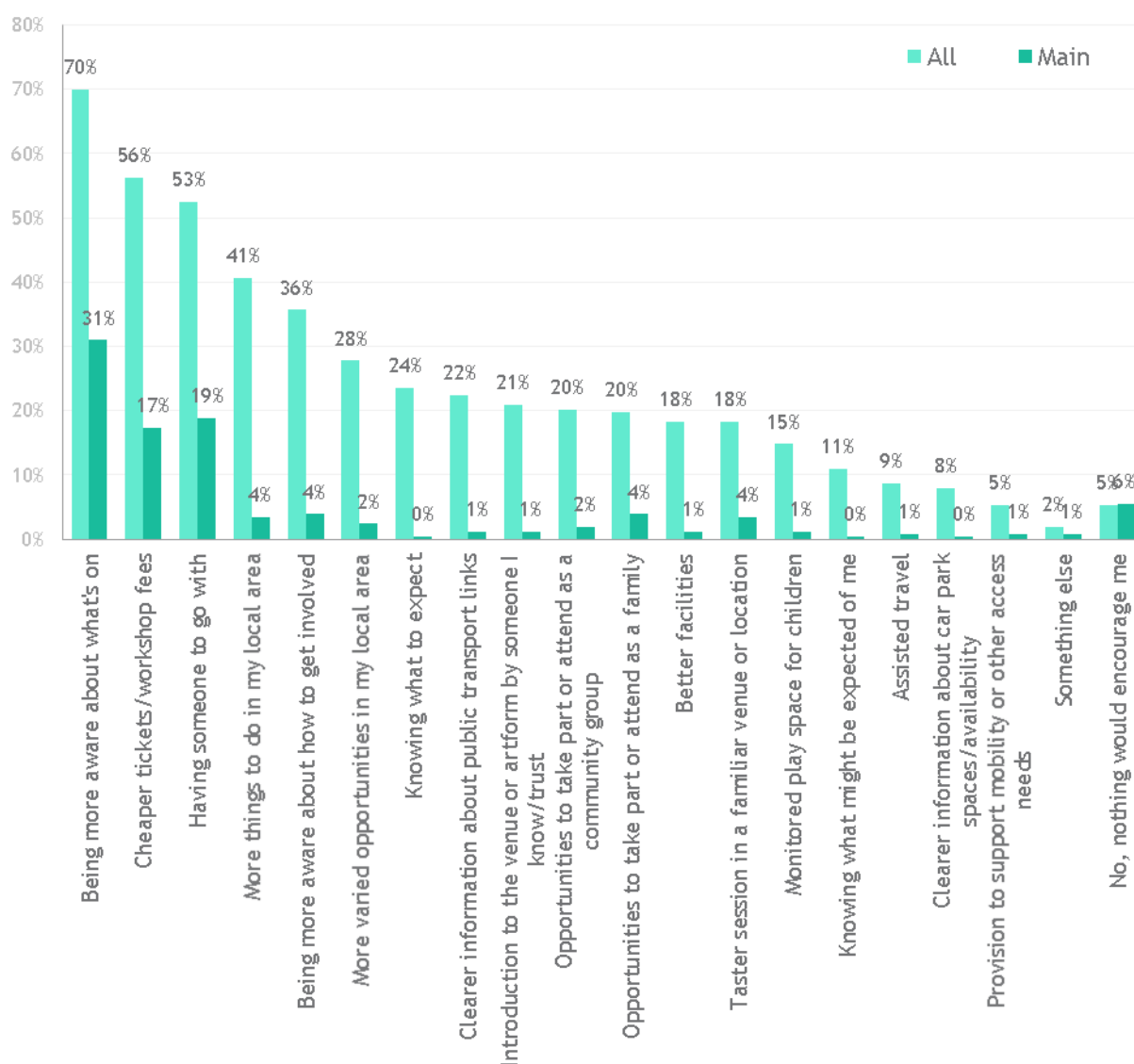
How important are each of these when making choices about which cultural activities and events to go to?



Base: All respondents (260 / 257 / 256 / 259 / 258 / 261 / 260 / 261 / 257 / 259)

Encouragements

Would any of the following encourage you to take part in or go to more cultural activities and events? And of these, which would be most likely to help you take part in or go to more cultural activities and events?



Base: All respondents (263 / 255)

Other encouragements recorded for those who said 'Something else' were as follows:

Flexibility with time

Respondent at Dulwich Library

Group exchange activities

Respondent at Newington Library

Having more free time

Respondent at Dulwich Library

Young people's programme

Respondent at John Harvard Library

Open feedback

Three key themes emerged in response to the open-ended question calling for any other comments on the respondents' experiences of taking part in or attending cultural activities in Southwark:

- **Access to information about what's on**
Comments centred on the need for more easily accessible information about events taking place in the borough.
- **Ticket pricing structures and affordability**
The comments about ticket pricing suggest that the cost of attendance can be a barrier and that targeted offers might support attendance and participation for particular groups such as students and families with children.
- **Engagement with local communities and support for culturally specific programming**
A number of comments mentioned specific cultural groups but most suggested that the overall diversity of the borough should be reflected in cultural programming. There were also suggestions for working in partnership with local community groups, including artists; particularly around funding.

There were several comments about time pressures and meeting the needs of different types of audience including children and young people, and older people with specific access needs. Views were quite polarised in terms of the levels of provision for these different groups, which may be seen as a reflection of the range of needs represented by the respondents.

Respondents also commented more widely on the overall provision and quality of cultural activities in the borough. These comments were largely positive, particularly in respect of the library service and events, with fewer negative observations, and some mentioned specific events which respondents had enjoyed.

Selected quotes

Access to information:

"Things aren't advertised well enough. Better social media would help"

"Don't feel like I know about what's going on - make access to info simpler"

"Easier access to information would help"

"It should be more visible what's going on. More theatre"

"More signs up about what's going on; I don't live in area, but would travel if I was aware something was happening"

Ticket pricing and affordability:

"Only activities I can do with my son in public holidays - would like price not be a barrier"

"Time and money stop me and no friends interested"

"Cheaper tickets"

"Discounts for families"

"A luxury as I am studying"

"Affordability is important. More information to help people find out better"

Local community engagement and support

"More could be done with reference to local area & events in the square"

"Too much bureaucracy in organising cultural activities. More financial support for cultural community groups"

"More community gatherings to encourage integration amongst groups of people. e.g.. Eid, Diwali"

"There's lots of diversity - need to learn about different cultures"

"Local artists/collectives the council need to bring up. Arts community in Peckham, but not linked to council"

Meeting the needs of different audiences

"Children's groups are good and great for kids"

"More activities for school age 5-11"

"I do not have much experience would like my 9 year old daughter to have them"

"There should be more for young people"

"My Mum has dementia but she would still go out, be more for adults please as most are for young people"

Cultural provision in Southwark

"Events usually well run and organised"

"Very well organised good variety of things, but there isn't enough"

"Events at Peckham library are good on Fridays"

Is there anything else you would like to tell us about your experience of taking part in or attending cultural activities in Southwark?



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Customer access strategy refresh

2017 to 2020

Foreword

This refreshed strategy sets out how, over the next four years, we aim to transform the way in which our customers access our services.

The progress made by Southwark since its first Customer Access Strategy was published in November 2012 is significant. In barely four years the council has transformed its customer access and continues to do so at an impressive rate. People and organisations too have adapted to take advantage of technological and communication advancements.

In the previous strategy, we recognised that “the spread of the internet and mobile technology has presented new opportunities for delivering services more effectively and at a lower cost”. Today 80% of adults in the UK have a smart phone and widespread online access has changed customer expectations and enabled customers to access services 24 hours a day, seven days a week.

In other industries, we take for granted and expect services to be delivered online and be able to access them whenever we want; whether we are booking a holiday, using a comparison site to find a best value deal, or to do our shopping. These have become a way of life and we live in a world now where technology allows us to keep in touch, be more connected and receive updates more frequently than ever - and we need to make sure our services reflect this.

Since we launched our online platform, My Southwark, it has grown to over 100,000 registered accounts. Whilst this platform offers a great variety of online services, we will continue to consult widely on our plans and changes to services, to ensure the needs of local people and businesses are understood and customer feedback is used to help shape future priorities.

We listened to our customers who expressed dissatisfaction with our outsourced services, including the call centre, One Stop Shops, website and Revenues and Benefits service. We brought these services back into direct management of the council in 2013 and customer satisfaction has improved and the council has also realised significant savings.

Our commitment to providing strong customer service has not changed; however we are now working in an

Our vision for the strategy is clear. We aim to deliver modern, digital customer services that provide easy access and value for money whilst placing our customers at the heart of everything we do.

environment of increased demand for services and reduced resources. We know that an excellent user experience will be crucial to encourage customers to choose to use our online self serve facilities again and again.

We remain committed to delivering excellent customer services for all of our customers and will ensure that no one is left behind. For instance we aim to have 5,000 ICT training places in our libraries in 2017 as part of our digital inclusion plans.

This requires us to think differently about the way we provide services. To develop and encourage self-service, work better with our partners to save money and join up services so that customers can access all of their information in one place.

This strategy is the latest of a number of new and refreshed strategies which together, aim to deliver improved IT and digital services and an improved customer experience for all. The Customer Access Strategy, along with the complementary Digital and Modernisation strategies, set out our approach to these challenges over the next four years.



Cllr Fiona Colley

Cabinet member for Finance, Modernisation and Performance

The customer access strategy

This strategy explains how we will provide access to our services.

The customer access strategy affects every service in the council. It takes into account the complexities and nuances of each service area, and the most appropriate, convenient and cost effective way to deliver these.

The objectives outlined in the strategy aim to provide both greater efficiency for the council, through better use of resources, and better service for residents, businesses, partners, students and visitors, through an improved customer experience.

Strategic principles

The Customer Access Strategy is central to ensuring that customers remain at the heart of everything we do. Our strategy supports and contributes to all five overarching fairer future key principles which are:

- Treating residents as if they were a valued member of our own family: we will deliver quality, accessible online services to all of our customers.
- Being open, honest and accountable: we will set challenging targets for the Customer Access Strategy and publish our performance results online.
- Spending money as if it were from our own pocket: we will continue to keep council tax low by delivering value for money across all our high quality services.
- Working for everyone to realise their own potential: we will deliver a council wide approach to provide the skills and opportunities for elderly and vulnerable people to easily access information, services and have their needs considered.
- Making Southwark a place to be proud of: transforming how we serve and enhancing the lives of people in our community so that no one is left behind.

The Customer Access Strategy is closely linked to the Modernisation Programme Strategy and the Digital Strategy.

These strategies focus on the workforce, workplace, IT and the approach to embracing digital technology.

In addition to the overarching fairer futures principles, we have identified five key objectives which underpin this strategy.

Five objectives

1. **Transformation** At the heart of this strategy is the development and growth of online services as we continue to see a reduction in face to face footfall and Contact Centre demand.
2. **Understanding** We will consult with our customers and use feedback to inform the service improvement process. We will continue to use mystery shopping to give us insight in to how our customers access services.
3. **Enhancement** We have already made great progress building our online, digital, customer access platforms. The next steps are to expand the number of services online and maintain and enhance the existing functions.
4. **Awareness** Progression of channel shift¹ with initiatives to increase awareness of digital resources available to customers.
5. **Inclusion** We will ensure all customers can easily access information and have their needs considered.



¹ Channel shift relates to customers moving from one method of contact, largely traditional, to another digital method and preferring to use it, not reverting back to previous behaviours.

Background and context

National context

Technological advancements are continuing at such a pace that it is essential for the council to refresh its strategic approach to the provision of customer access as new possibilities emerge and customer expectations change.

In 2016, 77% of adults bought goods or services online, up from 53% in 2008. In 2016, 89% of households in Great Britain (23.7 million) had internet access, an increase from 86% in 2015 and 57% in 2006. The number of adults using online banking has doubled since 2007 from 30% to 60% in 2016².

As peoples' habits change, so too does the way they expect to be able to access services. In 2012, 96% of smart phone users made standard voice calls at least every week, in 2016 this has dropped to 69%³.

Here are three examples to put the rate of change into context:

My Southwark

Southwark's main online platform for interacting with customers, My Southwark has now grown to have over 100,000 accounts since it was introduced in the first Customer Access Strategy in 2012.

Tablet devices

Four years ago only 16% of adults had ready access to a tablet device, now 63% of adults have ready access to one.

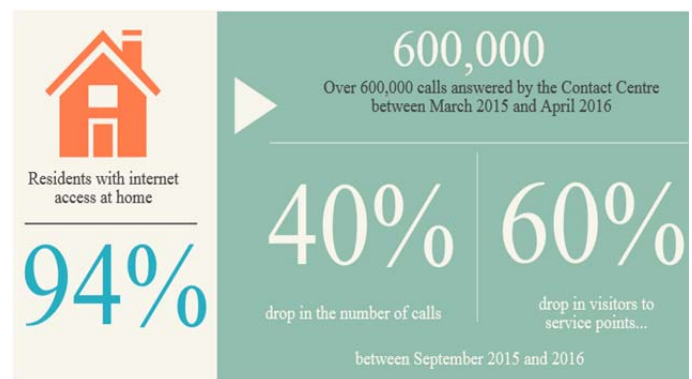
Smartphones

Nine years after the launch of the first touch screen device, four out of five UK adults now have a smartphone - equivalent to 37 million people.

We have seen also that digital technology can help people to control their lives. Whether it is checking their latest bank account balance online whenever they need to, or seeing what documents they have submitted to support an application without having to phone to check. Technology has proven to be a great enabler to help vulnerable people, particularly those who are housebound, stay in touch with family and friends as well as access services.

In addition to these changes in behaviour, since 2010 Southwark Council has had to make £156m of budget savings, equivalent to a third of its budget. Despite being one of the most deprived areas of the country it has faced some of the largest reductions in government funding for local authorities.

Cuts to government grants and funding are expected to continue, so the strategy is driven by necessity to deliver savings whilst also aiming to offer better services to customers.



²

www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016

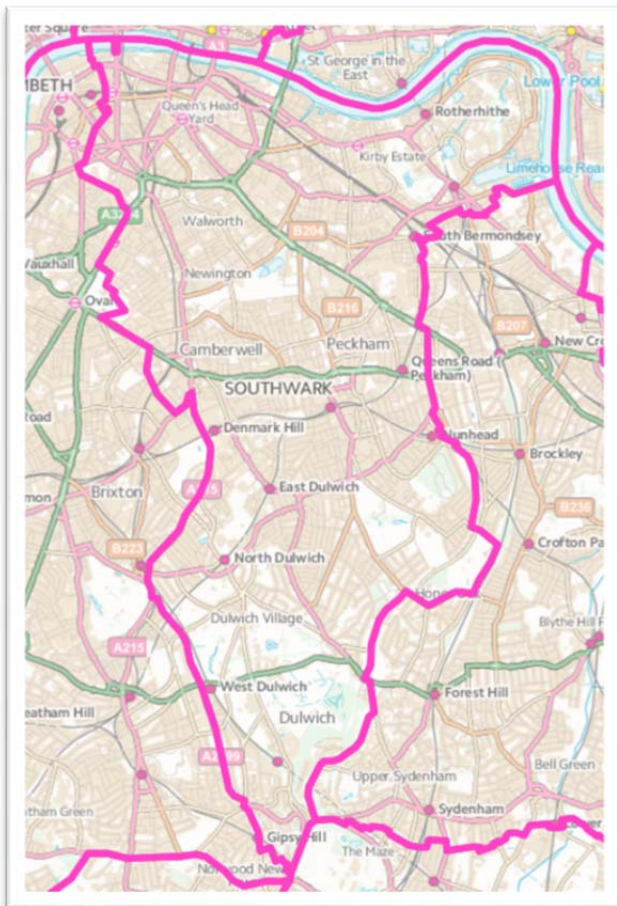
³ Deloitte. Global mobile consumer survey. 2016

Local context

The local context also plays a role in the development of a new strategy. Southwark is a hugely diverse urban borough, which presents its own challenges and opportunities when delivering customer services.

Population of
over 306,000

The largest local authority social rent landlord in London



97% of Southwark's residents are internet users

Almost 15% of the borough's population has a disability which limits their daily activities

Over 120 languages spoken in Southwark and in 11% of households nobody has English as a first language

Over 15,000 businesses in Southwark

Only 8% of Southwark's population is aged 65 or older, compared with 11% in London and 17% in England

Southwark's population is predominantly a young population, 42% aged 20 to 39 years old compared with 35% in London and 27% in England

Our customers

Our customers are not only the residents of the borough; they also include visitors, students, businesses and partners.

Customers contact the council for a host of reasons, whether as a council tax or business rate payer or as a user of a specific service such as libraries, parking, waste and recycling, and schools.

Typically, these are simple and routine interactions that allow customers to complete transactions conveniently. Most customers only use a small proportion of the council's services and are unaware of the full range that they could benefit from each day.

In a small number of instances, intensive support may be required to help the individual "back on their feet". These services are more likely to be intensive, complex and targeted to the specific needs of the individual or family.



Residents

Southwark is an area of great diversity, with areas of affluence alongside more deprived ones. 48% of the borough's population are from a black minority ethnic (BME) background. The borough's residents have specific needs and preferences as to how they would wish to contact the council, which needs to be considered as part of this strategy.

Businesses

We are home to over 15,000 businesses and over a quarter of a million jobs. Our proximity to the huge markets of central London combined with our growing connectivity, strong cultural sector, unique attractions and iconic developments make this a highly visible and desirable location for business.

With strong representation in growth sectors such as business services, technology and creative industries,

Southwark is ideally placed to take a leading role in the city's economic expansion⁴.

Businesses look to base themselves in Southwark for a variety of reasons but some of the main requirements they look for are good connections both physically through transport and digitally for communications.

Visitors

Closely linked to the business sector are the visitors the borough receives. Because of the cultural attractions and retail facilities, the borough receives a huge number of visitors.

Education

In addition to the borough's schools there are several colleges offering a diverse range of higher education courses.

Southwark is also home to London South Bank University with its main campus in Elephant and Castle.

 @lb_southwark

 facebook.com/southwarkcouncil

20,00 followers
News, information and updates

4,000 likes
News, information and updates

⁴ Southwark Economic Wellbeing Strategy 2017-22 (Draft)

Vision

The vision sets out five key objectives which the strategy aims to address.

Transformation

We will reduce footfall to front facing services. We will do this by developing our services so that customers have an online self-serve option. This is the most cost effective service for Southwark to provide. This can only succeed if the user experience is better than what we already offer. Our target is to close the gaps in our services provided by the service points by 2018. However, we will continue to make sure that our most vulnerable customers have a form of appropriate access to the support they need.

The role of the Contact Centre

Since bringing the service back in-house in 2013, it has allowed us to better monitor customer satisfaction and the results have shown improvement and high performance. As a new performance indicator in 2014/15 there was 94% satisfaction with the service received at the call centre, which increased to 97% in the last year (2015/16).

As service users move to the online platform and our benefits service changes as Universal Credit establishes itself, the purpose of the Contact Centre will change too. We are aiming to reduce the amount of resources spent on the contact centre.

Technical support, particularly for My Southwark as it becomes more widely used, will form a larger part of the provision. The traditional role of the Contact Centre will change. Overall we will see the traditional service shrink in size as the online platforms continue to grow.



Closing the gaps covered by our service points

Channel shift relates to customers moving from one method of contact, largely traditional, to another digital method and preferring to use it, not reverting back to previous methods. As part of becoming a digital council,

we will in time no longer need the traditional face to face service presently delivered by our service points.

We will continue to grow our services online so that the gaps in service delivery, which are currently dealt with by the service points, are eliminated.

A better website

Southwark's Digital Strategy recognises that "the design and structure of the current website can be counterintuitive and confusing." Despite an excellent record of always keeping customer data secure, our existing website needed modernising in order to make it a more stable and attractive place for customers to visit. We have already started to upgrade our website and the latest version went live at the beginning of December. We will continue to make improvements to the website and make the customer experience better.

Our new website is a transactional led website with the emphasis on easy access and use of self-service facilities such as online application forms and online payments. Our new website is mobile and tablet-enabled with up-to-date and relevant information.

Reduced costs

By increasing our digital services, the Modernisation Programme Strategy has plans to reduce the number of council offices, providing better value for money. We will set challenging targets to help us achieve our goals.

Digital alternatives

We want to consider all forms of digital communications and technologies to explore the best balance between providing a great service which is also cost effective. Web chat, text messages and social media are just a few examples of the channels available for delivering services digitally.



Our commitments:

- We will redesign the call centre service to prioritise emergencies, assistance for vulnerable customers and provide technical support by 2020. Initial plans for this to be completed by December 2017.
- We will look to reduce gaps in our online service delivery offer in order to reduce reliance on the service points by 2018.
- A transformed, easy access, multiple platform website to launch December 2016.
- We will review website content at least every 6 months and identify opportunities for channel shift.
- Website availability over 99% of the time.
- We will make sure the most vulnerable customers continue to have access to telephone and face to face services.
- We will explore all forms of digital communications, technologies and potential channels for providing our services, such as web chat, text messaging and social media.
- We will reduce the number of council offices as set out in our Modernisation Programme Strategy.

Understanding

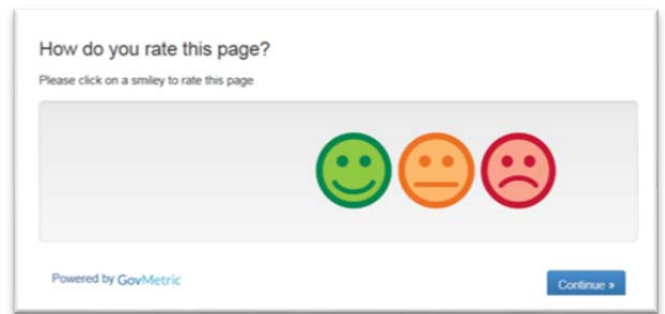
We will consult with customers and use feedback and data analysis to inform our decision making process and service design.

User groups

We have used user groups to test our services on My Southwark with customers. The feedback received has been used to assist with the design of My Southwark.

Customer feedback

The new website allows the customers to give feedback on every page. The user can rate the usefulness of the page on a red (poor), amber (average) and green (good) scale. There is also free text feedback to provide comments and suggestions which are very useful for understanding the customers' experience.



Social media

We want to offer our customers digital choice and we know that some users will prefer to communicate through social media such as Facebook and Twitter, whilst others may prefer to email, for example.

We want to listen to our customers on social media, so we need to tap into what is sometimes referred to as 'big data'⁵ and develop our reporting on relevant interactions. Plans for repurposing the Contact Centre will also help provide a resource for this.

Mystery shopping

Our mystery shoppers are a group of resident volunteers who test services based on scenarios posed by officers but agreed by customers. This helps us to determine the effectiveness of the service and to assess the customer journey and general experience that they have encountered.

We have carried this out on a number of our existing services already and the feedback and insight has proved very valuable. We will continue to utilise mystery shopping to test the effectiveness.

User Experience testing

The user experience is crucial to designing our online services so that people will prefer to use these over other traditional options.

We want to work with the service users to design our services so that it helps customers to help themselves, whether it is helping them to complete an online transaction or directing them to the exact service which can help them.

Similarly to mystery shopping, user experience testing provides great insight to test the effectiveness of services. However, we need to ensure that with these good intentions we have the tools to accurately measure and monitor the user experience. This will also inform us

⁵ Big data is a term for data sets that are so large or complex that traditional data processing applications are inadequate to deal with them.

about what skills customers need to use our services and the effectiveness of the end-to-end process.

Our commitments:

- We will use mystery shopping and user experience testing with our customers to develop user-friendly, intuitive online services.
- We aim to continually improve overall satisfaction ratings for our webpages through customer feedback and data analysis.
- We will review our use of social media as a communication tool and the needs of the users by December 2017.

Enhancement

We have already invested significantly in developing digital services by building online, customer access platforms. The main mechanisms are now in place and the next steps are to maintain and refine the services.

My Southwark refresh

My Southwark has a crucial role to play in our Customer Access Strategy. Our aim is to deliver a customer experience where services can be accessed at a time convenient to our customers.

Our My Southwark online platform is now four years old and it is time to consolidate the service. The user experience will be improved by allowing the customer to shape My Southwark so that it only shows the information which is relevant to them. We want it to be a personalised customer account similar to what customers find with online banking. The refreshed service will also be able to make recommendations to the customer which are appropriate to them, for example recommending that a council tenant may want to sign up for the Self-serve online account.

We are continually looking to enhance the services provided on My Southwark. We are currently completing the next phase of the housing repairs online project, which will allow customers to manage their appointments online (repairs can already be requested and tracked).

We want to provide comprehensive self-serve customer access for as many of our services as possible so that self-service becomes the norm for our customers. This will mean, for example, whether a customer is trying to book a pest control appointment or book a place on a digital skills training course at a library, the booking can be fully completed online.

This will mean that customers can access self-service at any time that is convenient to them, without having to call the contact centre during traditional working hours. This will also reduce the reliance on officers to complete the

bookings, transactions or service requests, which should result in a more efficient service for both the council and the customer.

Improving our online services for businesses

The business portal www.southwark.gov.uk/business was set up to make the website more effective for businesses. It was launched in 2013 and consultation was carried out shortly afterwards. Further works were identified and whilst much of this has since been completed, there is still more to do, such as informing businesses of town centre and high streets data.

The redesign of the council's website presents an opportunity to refresh both the content and structure of the business portal to improve its usability and effectiveness. We need to make sure that our services are responsive and meet the needs of businesses. The last consultation took place in 2013 so it is also timely for us to revisit this.

Businesses can already pay their business rates through the council's Pay for it section of the website. Businesses can sign up on My Southwark already to view their business rate accounts online and it also gives them access to options such as E-billing, viewing transactions and downloading and printing statements. Despite nearly 11,500 companies paying business rates in the borough, only around 150 have signed up to My Southwark.

The feedback received has identified the potential to tailor the online services for different sized businesses, so that the questions are more relevant to, for example, sole traders or large limited companies.

A bigger take up of My Southwark for businesses has the potential to reduce telephone interactions and the costs of paper billing. This will have financial benefits for both the customer and the council.

Review of Key Performance Indicators (KPIs)

We want our KPIs to focus on the success of channel shift rather than focussing on the traditional KPIs around telephone response times at the Contact Centre. The KPIs should also reflect how quickly transactions were carried out and how little time customers spent on webpages.

'Big data' and our Customer Relationship Management (CRM)

Big data is going to have an increasingly important role to play. Our CRM system plays a crucial role in how we engage and interact with our customers to provide services. A CRM IT system enables us to store data on an individual customer basis, to have one view of all their interactions with us and use the analytical functions. It is one of the key digital tools we will look to expand use of

in order to realise efficiency savings and support the provision of great customer interactions with us such as direct appointment booking.

We will produce a CRM strategy by 2017 which will aim to maximise efficiencies and provide great customer interactions.

Our commitments:

- Housing Self-Serve to allow customers to make more transactions and appointments online.
- We will publish a Customer Relationship Management (CRM) Strategy by 2017.
- We will refresh the design of My Southwark by Spring 2017.
- We will review all relevant performance indicators by Spring 2017 so that the emphasis is on the progress of channel shift.
- We will review the online business portal. This will form part of our digital service consultation which we aim to conduct in 2017 and implement the improvements by 2018.



Awareness

We will progress channel shift with initiatives to increase awareness of digital resources available to customers.

Targeted email delivery

We have recently procured a service through GovDelivery which enables us to send targeted emails through My Southwark. In future this should allow us to communicate information to customers about our services to increase awareness about the full range which they could benefit from.

We can use data provided by the customers to build a picture of what is relevant to them. If they are a business owner or a council home resident it can allow us to send

emails to them about relevant events and the latest developments. Other examples are being able to follow the progress of a planning application in My Southwark, the offer for free swim and gym or information about a children's holiday club.

Community Engagement.

We need to increase our understanding of what the customer expects from us to provide as a digital service. We will follow the principles set out in our *Approach to Community Engagement* and conduct a consultation to help us get a clearer understanding of the needs of our customers and their expectations for our future services. We realise how important attracting businesses to Southwark is for the local economy, so we want to also make sure that our digital services meet their requirements.

Promoting My Southwark and self serve

Our refreshed website will actively promote My Southwark. We will also pilot new ways to promote My Southwark on the website too. Staff will refer customers to online services for future reference, for example for bulk collections and housing repairs.

Our commitments:

- 70% of customer services transactions via online Self Service by 2020. (Currently 40%).
- We will conduct a digital service consultation by 2018 to improve our understanding of the customer and help us understand their expectations for our future services. This will include local businesses to make sure we are listening to what their needs are too.

Inclusion

We will ensure all customers can easily access information and have their needs considered.

Our aim is to make the online services an excellent customer experience so that our customers choose it as their first option, where possible.

We have developed our online services so that they are intuitive and follow best practice of using image icons to guide users, so that the website is more accessible to everyone.

We will ensure that, in the event of emergencies and for our vulnerable customers, a phone service is available.

We know that our users are changing. With every generation, 'digital literacy' is improving.

In 2016 Southwark published its Digital Strategy which made digital inclusion a priority, “as an organisation we must focus on making digital services for the majority of our customers to access independently but also devise inclusive manual approaches and processes for the vulnerable and less digitally able in our communities. Services must promote and support appropriate digital transitions in order to realise much needed financial and resource efficiencies.”

Technology’s role in reducing exclusion

We have designed our online platforms so that they are accessible to as many people as possible. For example, the new website has an audio function and the ability to change font size and colours. Services such as Google Translate can also make it much quicker for some customers to understand the content of emails and webpages in contrast to traditional paper letters too. We are using the potential of technology to make our services more inclusive than ever.

Digital skills training

Work to minimise digital exclusion in Southwark started in 2013 with focus groups and workshops set up to gather resident views on what problems to solve, and how best to solve them. Digital inclusion hubs and digital skills training have been set up to help solve the problems. These have been set up mainly in tenant community halls in addition to some local enterprises. The hubs enable residents, particularly those with limited or no previous experience of using a computer, to learn digital and skills to help them get online.

We will provide appropriate free training at a variety of local venues, including libraries, for any customer that needs help to get online.

**50 Digital Champions
trained so far and being
supported by Thames Reach.**

Libraries

We want our libraries to flourish and be seen as a focal point for the communities. As services move online and we consider the future of the remaining two service points, libraries have a role to play to ensure that we maintain our human interaction, with everybody able to access the same services and nobody being digitally excluded. We also want to maintain our free access to the internet at our libraries.

We need to make sure our libraries have the capacity to cope with additional customer demands, so first of all we will need to carefully review the our libraries to make sure

we are providing the right support such as classes for accessing the internet and services provided by Southwark.

Our commitments:

- Improved customer satisfaction with year on year fewer formal customer complaints made.
- Volunteer digital champions to train at least 500 new learners to develop digital skills by 2020.
- We will provide appropriate free training at our libraries or Digital Inclusion Hubs for any customer that needs help to get online.
- We will aim to have 5,000 ICT training places in our libraries in 2017 and match that for each subsequent year.
- We will conduct surveys and use our volunteers to check on progress of all customers who have received digital skills training to see if it has helped them to get online to use our services.
- We will review our customer access services to ensure digital inclusion is fit for purpose. Review to be completed by December 2017.

The next steps

We will make sure that all services are regularly and effectively reviewed to ensure that the aspect of customer focus is central to our methods of delivery and access to the services.

In summary, we will:

- Improve customer satisfaction through the provision of modern and more convenient ways of doing business with us.
- Provide better value for money in terms of more cost effective service provision.
- Work with service units to encourage channel shift through the provision of more convenient services through digital means.
- Ensure that all of our customer facing activities accord with the requirements of our vision for equalities.
- Invite regular feedback on how we are doing and let our customers know when we improve our service provision as a result of feedback received.

Appendix A – References to other strategies and documents

The following guidance, programmes and strategies has been referenced and have helped inform the development of the Customer Access Strategy 2017-2020.

- Council Plan 2014-2018 (June 2015 update)
- Southwark's Digital Strategy. Your Digital Council. February 2016.
- Southwark's Fairer Future Modernisation Programme Strategy 2017-2020
- Digital Transformation Programme.
- Customer Access Strategy, Southwark Council, 2012.
- Cabinet Report Paper (December 2016) - Refresh of Southwark's Economic Wellbeing Strategy 2017-2022.
- Gov.uk Encouraging people to use your digital service.
- Civica. Enabling a new world of public service delivery.
- Deloitte. There's no place like phone. Consumer usage patterns in the era of peak smartphone. Global Mobile Consumer Survey 2016: UK Cut

Appendix B – Customer Service Standards

Southwark: Customer Service Standards

Treating residents as if they were a valued member of our own family.

When it comes to customer service, we know that you want us to deliver the services that you need, meeting the promises we make for quality and time. You also expect us to keep you well informed and to treat you with respect.

To ensure that we provide a high quality customer service, these are our commitments to you;

- We will be easy to contact and do business with
- We want to provide a service which is accessible and available, so you can use our online services and view the latest information at a time and place that is convenient to you
- We will make sure that alternative access, such as a telephone service, is in place for the people who really need it, such as emergency situations and the most vulnerable customers.
- The staff you deal with will be knowledgeable, polite and respectful and they will give you their name and take responsibility for helping you or will find someone who can
- Our aim is to say "yes" but we will be clear and straight forward where we can't help, and where possible, we will point you in the direction of somewhere that can.
- We will deal with you as efficiently and quickly as we can
- We will do our best to develop online services which can get it right, first time
- We will continually improve, ensuring that our services represent good value for money for residents, keeping resources focused on service delivery
- We will keep up with the development of new technology so that you can access our services in the modern ways you want
- We will treat you fairly, with courtesy and respect
- We will communicate with you in a clear and honest way and give you the right information for you to make choices
- Where you have a problem, we will listen to you and properly understand the issue.

- We will value your feedback and will use your comments and complaints to improve our services for the future

Appendix C – Achievements for the key elements in the Customer Access Strategy 2012

Objective 1:

Single in-house contact centre and switchboard at Queens Road

Outcome - achieved.

- £4.5m savings achieved to date.

Objective 2:

Fully rationalised customer access points.

Outcome - achieved.

- We have moved to an appointment only system at the Service Points.
- We reduced from three to two service points.
- We closed our cash offices and moved the payment services online.

Objective 3:

An up to date modern website through which most services can be transacted.

Outcome - achieved.

- New website launched December 2016.
- Dedicated website team created to develop and continually improve online services.

Objective 4:

Self-service promoted and encouraged.

Outcome - partly achieved. Work to do.

- We have had a big take up with My Southwark accounts, over 150,000 registered accounts.
- Take up of other digital services, such as the online repairs service, still has room to grow but we have seen a steady increase in take up.

Southwark's Customer Access Strategy Refresh 2017: Equality and Health Analysis

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates		Customer Access Strategy Refresh 2017-2020			
Equality analysis author		Alex Skerten, Project Officer			
Strategic Director:		Gerri Scott, Strategic Director of Housing and Modernisation			
Department		Housing and Modernisation	Division	Modernise	
Period analysis undertaken		January - February 2017			
Date of review (if applicable)					
Sign-off	Richard Selley	Position	Director, Customer Experience	Date	20 Feb 2017

Section 2: Brief description of policy/decision/business plan

1.1 Brief description of policy/decision/business plan

The Customer Access Strategy Refresh 2017 sets out the council's plans for ensuring that the customer access needs of its customers which include, residents, businesses, partners, visitors and education are met. At the same time the service provided must be efficient, modern and inclusive in order to meet expectations.

The strategy recognises that in all sectors, technology is playing an increasingly important role in improving the way customers can access services at times and locations that are suitable to them. Moreover the strategy remains aware that access channels need to be easily accessible for all customers including its most vulnerable households.

This strategy is the latest of a number of new and refreshed strategies which together, aim to deliver improved IT and digital services and an improved customer experience for all. The Customer Access Strategy, along with the complementary Digital and Modernisation strategies, set out our approach to these challenges over the next four years.

The strategy effectively breaks up the visions for the next four years into five sections.

- Transformation, which includes proposals for the future role of the contact centre, the website and digital alternatives.
- Understanding, which provides details and commitments for how we plan to consult with and listen to our customers to inform our decision making processes.
- Enhancement, which focuses on My Southwark refresh and improvements to our services for businesses.
- Awareness, which explores how we will inform our customers of the services available to them as part of our plans for channel shift.
- Inclusion, to ensure all of our customers can easily access information and have all of their needs considered.

In summary, the aims are;

- To improve customer satisfaction through the provision of modern and more convenient ways of doing business with us.
- Provide better value for money in terms of more cost effective service provision.
- Work with service units to encourage channel shift through the provision of more convenient services through digital means.
- Ensure that all of our customer facing activities accord with the requirements of our vision for equalities.
- Invite regular feedback on how we are doing and let our customers know when we improve our service provision as a result of feedback received.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	All internal (officers and councillors) and external customers (residents, communities, businesses, partners and visitors to the borough).
Key stakeholders were/are involved in this policy/decision/business plan	The Leader, The Chief Executive, Strategic Director of Housing and Modernisation, Cabinet Member for Finance, Modernisation and Performance, Chief Officer Team, Directors in all departments, Cabinet, Overview and Scrutiny Committee, Officers from all departments of the council.

Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>There is an emphasis on channel shift to online self serve options in the customer access strategy, therefore access to the internet is a consideration for equalities analysis.</p> <p>32% of Southwark residents over the age of 60 years have no access to the internet at home compared to 0% of 16-24 year olds. Access to the internet is directly linked with the ability to use it. A high number of people aged 60 and above are unable to perform basic tasks online such as completing an application form online (52%), using a search engine (41%) or sending or receiving an email (33%). It is identified that those in the community over the age of 60 are more likely to be digitally excluded than those who are younger.</p> <p>Some of the impacts are expected to be positive. Old age is linked with mobility and improvements to online self-serve will allow customers continual access to services from their home.</p>	No current data available.
Equality information on which above analysis is based	Health data on which above analysis is based
Southwark residents survey - September 2016	No current data available.
Mitigating actions to be taken	
The council will ensure traditional customer access services will remain available, so that everyone has access to high quality services. The contact centre will continue to handle emergency requests, such as housing repairs emergencies and pest control	None at this point. Will be reviewed as appropriate.

<p>emergencies, which will support those over the age of 60 with few digital skills to access services.</p> <p>Significant work is being undertaken in the community to minimise digital exclusion which includes Digital Hubs providing one-to-one digital skills and training. An EU funded project will create new community engagement tools for various groups in our communities.</p> <p>Service areas in developing digital projects will be required to identify any potential negative impacts on the community due to an individual's age, and implement measures to minimise this.</p> <p>'Digital literacy' is improving with every generation, so over time, the risk of inequality is reduced.</p> <p>We will monitor customer satisfaction and aim for year on year improvement in satisfaction with fewer formal customer complaints made.</p> <p>We aim for volunteer digital champions to train at least 500 new learners to develop digital skills by 2020.</p> <p>We will conduct surveys and use our volunteers to check on progress of all customers who have received digital skills training to see if it has really helped them to get online to use our services.</p> <p>We will review of customer access services to ensure digital inclusion is fit for purpose following any potential closure of the Service Points. Review to be completed by December 2017.</p> <p>For customers who need help to get on line we will refer them to one of our libraries or Digital Inclusion Hubs for free training.</p>	
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Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>There is an emphasis on channel shift to online self serve options in the customer access strategy, therefore access to the internet is a consideration for equalities analysis.</p> <p>83% of Southwark residents with a disability have access to the internet at home. This is compared with 96% of residents who do not have a disability. In relation to digital skills the disabled community have a lower rate of digital capability. 79% of disabled residents have sent or received an email compared to 95% of non disabled residents. 65% of disabled</p>	No current data available.

<p>residents have completed an online application form compared to 90% for non disabled residents. This disparity demonstrates that both access and digital capability is an issue in the disabled community.</p> <p>It is anticipated that there will be positive impacts based on disability of the customer access strategy. For customers with mobility restrictions improvements to online self-serve will allow customers continual access to services from their home.</p> <p>The refreshed council website allows for the pages to be read audibly, to assist visually impaired customers, as well as being able to enlarge the font size.</p>	
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Southwark residents survey – September 2016</p>	<p>No current data available.</p>
<p>Mitigating actions to be taken</p>	
<p>This strategy is closely linked to the Digital Strategy, which has undertaken much work already to mitigate any inequality risks.</p> <p>Significant work is being undertaken in the community to minimise digital exclusion which includes Digital Hubs providing one-to-one digital skills and training. An EU funded project will create new community engagement tools for various groups in our communities. Engagement with deaf forums in Southwark will improve access and information for our deaf community ensuring that needs are met.</p> <p>Service areas in developing digital projects will be required to identify any potential negative impacts on the community due to disability, and implement measures to minimise this.</p> <p>The contact centre will continue to handle emergency requests, such as housing repairs emergencies and pest control emergencies, which will support disabled customer with few digital skills or access to the internet to be able to receive services.</p> <p>'Digital literacy' is improving with every generation, so over time, the risk of inequality is reduced.</p> <p>We will monitor customer satisfaction and aim for year on year improvement in satisfaction with fewer formal customer complaints made.</p> <p>We aim for volunteer digital champions to train at least 500 new learners to develop digital skills by 2020.</p> <p>We will conduct surveys and use our volunteers to</p>	<p>None at this point. Will be reviewed as appropriate.</p>

<p>check on progress of all customers who have received digital skills training to see if it has really helped them to get online to use our services.</p> <p>We will review of customer access services to ensure digital inclusion is fit for purpose following any potential closure of the Service Points. Review to be completed by December 2017.</p> <p>For customers who need help to get on line we will refer them to one of our libraries or Digital Inclusion Hubs for free training.</p>	
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Gender reassignment - The process of transitioning from one gender to another.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There are no areas of focus or key work streams within the customer access strategy that specifically target gender reassignment. It is therefore probable that the Customer Access Strategy will have no particular positive or negative impacts on the transgender community.	It is probable that the Customer Access Strategy will have no particular positive or negative health impacts on the transgender community.
Equality information on which above analysis is based.	Health data on which above analysis is based
No current data available.	No current data available.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
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There are no areas of focus or key work streams within the Customer Access Strategy that specifically target those that are married, in a civil partnership or neither. It is therefore probable that the Customer Access Strategy will have no particular positive or negative impacts on anyone who is married, in a civil partnership or not at all.	Please see comments to the left
Equality information on which above analysis is based	Health data on which above analysis is based
No current data available.	No current data available.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There are no areas of focus or key work streams within the Customer Access Strategy that specifically target gender, pregnancy or maternity. It is therefore probable that the Customer Access Strategy will have no particular positive or negative impacts on pregnant women or those on maternity.	It is probable that the Customer Access Strategy will have no particular positive or negative health impacts on pregnant women, or those on maternity.
Equality information on which above analysis is based	Health data on which above analysis is based
No current data available.	No current data available.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>The customer access strategy will focus on equality of access and opportunity for all customers. A positive impact is therefore anticipated.</p> <p>In Southwark the white and BME community both have high access to internet at home (white: 92% and BME: 96%) and a high percentage of people have the ability to perform basic online functions.</p> <p>There are no areas of focus or key work streams within the Customer Access Strategy that specifically target people based on their race. It can be assumed that digital exclusion as a result of race will be minimal.</p>	<p>It is probable that the Customer Access Strategy will have no particular positive or negative health impacts on individuals based on their race.</p>
Equality information on which above analysis is based	Health data on which above analysis is based
Southwark residents survey- September 2016	No current data available.
Mitigating actions to be taken	
Service areas in developing projects will be required to identify any potential negative impacts on the community due to an individual's race, and implement measures to minimise this.	None at this point. Will be reviewed as appropriate.

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>There are no areas of focus or key work streams within the Customer Access Strategy that specifically target individuals based on their religion or beliefs. It is therefore probable that the Customer Access Strategy will have no particular positive or negative impacts on individuals based on their religion or beliefs.</p>	<p>It is probable that the Customer Access Strategy will have no particular positive or negative health impacts on individuals based on their religion or beliefs.</p>

Equality information on which above analysis is based	Health data on which above analysis is based
No data sets record religion or belief.	No data sets record religion or belief.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Whilst not all of the council's customers are residents of the borough, the majority are. Approximately 49% of Southwark residents are male and 51% are female. 51% of Southwark employees are female and 49% are male.</p> <p>There are no areas of focus or key work streams within the Customer Access Strategy that specifically target an individual based on gender. It is therefore probable that the Customer Access Strategy will have no particular positive or negative impacts on anyone based on their gender for both internal and external customers.</p>	It is probable that the Customer Access Strategy will have no particular positive or negative health impacts on individuals based on their gender.
Equality information on which above analysis is based	Health data on which above analysis is based
Southwark workforce report 2015-16 Southwark residents survey- September 2016	No data available currently.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)

There are no areas of focus or key work streams within the Customer Access Strategy that specifically target an individual's sexual orientation. It is therefore probable that the Customer Access Strategy will have no particular positive or negative impacts on anyone based on their sexual orientation.	It is probable that the Customer Access Strategy will have no particular positive or negative health impacts on individuals based on their sexual orientation.
Equality information on which above analysis is based	Health data on which above analysis is based
No data sets record sexual orientation.	No data sets record sexual orientation.

Mitigating actions to be taken None at this point. Will be reviewed as appropriate.	
Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>There is an emphasis on channel shift to online self serve options in the customer access strategy, therefore access to the internet is a consideration for equalities analysis.</p> <p>89% of social tenants have home internet access compared to 96% of all homeowners. 13% of those not in work have no internet access at home compared to only 3% of those in work. It is evident that those not in work and those who reside in social housing are more likely to be digitally excluded than otherwise.</p> <p>This disparity is also noted in the ability to perform basic online tasks between the two groups. Only 75% of those not in work have completed an online application before, compared to 93% of those in work.</p> <p>Whilst there are no areas of focus or key work streams within the Customer Access Strategy that specifically target an individual's socio-economic status it is recognised that those in low paid work, the unemployed, or those in social housing will be more likely to be digitally excluded. Engagement activities will focus on trying to mitigate this.</p>	No data available currently.
Equality information on which above analysis is based	Health data on which above analysis is based
Southwark residents survey- September 2016	No data available currently.

Mitigating actions to be taken	
<p>This strategy is closely linked to the Digital Strategy, which has undertaken much work already to mitigate any inequality risks.</p> <p>Significant work is being undertaken in the community to minimise digital exclusion which includes Digital Hubs providing one-to-one digital skills and training. An EU funded project will create new community engagement tools for various groups in our communities.</p> <p>Service areas in developing projects will be required to identify any potential negative impacts on the community due to an individual's socio economic disadvantage, and implement measures to minimise this.</p> <p>We will monitor customer satisfaction and aim for year on year improvement in satisfaction with fewer formal customer complaints made.</p> <p>We aim for volunteer digital champions to train at least 500 new learners to develop digital skills by 2020.</p> <p>We will conduct surveys and use our volunteers to check on progress of all customers who have received digital skills training to see if it has really helped them to get online to use our services.</p> <p>We will review of customer access services to ensure digital inclusion is fit for purpose following any potential closure of the Service Points. Review to be completed by December 2017.</p> <p>For customers who need help to get on line we will refer them to one of our libraries or Digital Inclusion Hubs for free training.</p> <p>Libraries remain a key component of the customer access strategy and provide customers with internet access if they do not have this at home.</p>	<p>None at this point. Will be reviewed as appropriate.</p>

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol.

Potential impacts (positive and negative) of proposed policy/decision/business plan

There are no anticipated negative impacts on Human Rights as a result of the customer access strategy.

Information on which above analysis is based
No current data available.
Mitigating actions to be taken
None at this point. Will be reviewed as appropriate.

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Lack of complex data referencing protected characteristics	Commence data collation within each project	From March 2017-onwards
2	Impacts for each protected characteristics	Major projects will need to carry out an impact analysis and take action to mitigate negative impacts	From March 2017-onwards
3	Over time the capability and access to services may change for different protected characteristic groups. These require monitoring.	Detailed trend analysis with the resident survey and will need to take place on an individual project level also	From March 2017-onwards

5. Equality objectives (for business plans)				
Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this point	None at this point	None at this point	None at this point	None at this point

5. Health objectives (for business plans)				
Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this point	None at this point	None at this point	None at this point	None at this point

The Passmore Centre: A hub for professional and technical education

Business Plan 2016/17 to 2019/20

March 2017

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Summary Proposal to Southwark Council by London South Bank University (LSBU)

LSBU is seeking capital funding of £5m from Southwark Council for the creation of the Passmore Centre as the hub of the new Institute for Professional and Technical Education (IPTE). In return for funding, LSBU will assist in delivering commitments made in the Council Plan 2014-18.

Outcomes

The IPTE will offer a range of high quality apprenticeship programmes combining paid employment and training in key areas of local economic activity eg construction. These will be working learners on professional and technical pathways, making the transition to Levels 4, 5 and 6 (with some undertaking Level 2 and 3 qualifications). The success of Southwark Council's investment will be measured by the following outcomes for Southwark residents:

2017/18 100 apprenticeship enrolments for Southwark residents
2018/19 200 apprenticeship enrolments for Southwark residents
2019/20 300 apprenticeship enrolments for Southwark residents
2020/21 400 apprenticeship enrolments for Southwark residents
2021/22 500 apprenticeship enrolments for Southwark residents
2022/23 500 apprenticeship enrolments for Southwark residents

It is appreciated that enrolling 100 new Southwark apprentices for 2017 intake will be challenging, but we are confident that through effective marketing and stakeholder engagement, we will be enrolling 500 Southwark apprentices by 2021, which should have involved >800 local students in undertaking apprenticeships. We will exceed the national benchmark for completion of apprenticeship outcomes at Levels 4-6, mindful that we need to encourage as many students as possible, if they have the ability, to undertake them.

Apprenticeships vary in length from 1 year to, in the case of Degree Apprenticeships, 5 years. We do not have firm graduation dates for apprentices until their courses (and therefore course lengths) are determined. However, we anticipate that by 2023 a total of approximately 1000 Southwark residents will have graduated from high quality apprenticeship programmes. In addition, apprentices who have started in later years and are on longer programmes (eg Degree Apprenticeships) will continue to complete courses over subsequent years).

Overall, by 2019/20 LSBU expects 2000 students to be taking courses through the IPTE with an intake of 500 or more p.a. engaged on Higher and Degree Apprenticeship qualifications or equivalent.

Project Overview

The IPTE will help meet the local shortfall in professional and technical skills, especially through apprenticeships, and address some of the concerns about low educational engagement in the area. The IPTE will support Level 3 learners, smoothing their way through the crucial transition into higher professional and technical education. It will enable those who are not in work to achieve suitable professional and technical qualifications that are aligned with job opportunities; and those already in work to progress their careers.

As set out in the Business Plan, the available evidence indicates that the needs of local learners are not being met by FE provision. The IPTE will increase the range of options open to employers and learners by increasing the range of apprenticeships on offer and providing learners with a more diverse range of study options.

A key feature of IPTE will be the fostering of strong partnerships with other education providers, employers and key stakeholders to develop and deliver new apprenticeship programme and to promote these opportunities to learners and employers.

The Passmore Centre will be the hub for apprenticeship development and delivery – a physical gateway through which learners and employers access apprenticeship programmes and support. It will serve learners by helping to smoothing the route into high quality professional and technical education.

The Passmore Centre will also serve the local community by being a central point for Independent Careers Advice and Guidance for those considering access to professional and technical programmes (Levels 3-6) including school and FE pupils and the wider community. This will include insight for young people into the kinds of jobs available in the area and encouraging people into the most suitable courses. This offer will be incorporated into LSBU's substantial programme of Community Engagement and Outreach activity including work with over 50 schools and over 100 outreach events.

For employers, the Passmore will provide a one stop shop providing information, recruitment support and relationship management. LSBU works with nearly 1000 employers which sponsor students. The Passmore Centre will have access to these employer relationships to promote apprenticeships with additional support targeting a further 500 local businesses.

LSBU's experience of employer sponsored study, its close links to the area and to local employers place it strongly to take a leading role in Higher and Degree Apprenticeships. This is well-recognised by HEFEC which has already provided £250,000 to support apprenticeship development at LSBU. LSBU is also working closely with the DfE and with the University Vocational Awards Council on Higher and Degree Apprenticeships.

Proposed sources of capital and revenue finance for this project

Area of investment and investment required	Proposed source of funding
Investment of £4m into additional teaching capacity in laboratories and other technical facilities which will enable growth in apprenticeships.	Grant of £2m has been confirmed from the Higher Education Funding Council for England (HEFCE) subject to £2m from LSBU and support for the Passmore Centre.
Educational development and delivery costs (staffing and infrastructure) of £1m over three years.	Grant of £1m has been confirmed from HEFCE subject to support for the Passmore Centre. A further HEFCE grant of £250,000 has been made to invest in the development of apprenticeships with FE Colleges.
Refurbishment of Passmore Building as Passmore Centre. Cost estimated at £5m.	A grant of £5m is sought from Southwark Council.
Ongoing revenue costs	Once established, Passmore Centre will be self-financing through teaching fees.

Model and time frames

The IPTE model is flexible and, as set out in the Full Business Case, will adapt easily to any changes which arise in the local education landscape, for example, as a result of the current Local Area Reviews of Further Education. This model can also be delivered quickly and provides an immediate and cost effective answer to local apprenticeship needs.

Should Lewisham and Southwark College become part of a group structure with LSBU, including the IPTE and the Passmore Centre, a number of mutual and wider benefits will accrue. These include the ability to provide coordinated careers/ education pathway guidance and delivery from entry level 1 through to level 7 learning, with employment support at whatever exit/entry level best suits the learner.

Set out below are three scenarios in which the IPTE and Passmore Centre might operate.

Scenario One: Status Quo – LSBU continues to work with a range of independent FE providers through individual progression or similar agreements

The role of the Passmore Centre in this scenario will be as a one stop shop for apprentices, prospective apprentices and employers and as a hub for the relationships with apprenticeship delivery partners. Delivery of levels 4,5,6 would be undertaken primarily by LSBU. Delivery of levels 2 and 3 would be largely by FE partners through progression agreements.

Scenario Two: A collaboration is formed between LSBU, Lambeth College and Lewisham and Southwark College

In this scenario, rather than operating through normal progression agreements, the group structure will allow more integrated delivery with more flexibility for the individual learner; for example, classroom work at one institution with higher level skills at LSBU utilising expanded state of the art workshops.

Alongside these core partnerships, the Institute would continue to work with other appropriate FE partners ie which offer specialist or geographically beneficial opportunities.

Scenario Three: A collaboration is formed between LSBU and Lambeth College. Lewisham and Southwark College merges with a third party.

The collaboration with Lambeth would be integrated as set out in Scenario Two.

Should Lewisham and Southwark College merge with a primarily FE provider, LSBU would be pleased to work in partnership where appropriate agreements are reached.

Alongside the core partnerships, the Institute would continue to work with other appropriate FE partners ie which offer specialist or geographically beneficial opportunities as above.

Governance

The Passmore Centre will be owned and operated by LSBU. There will be a strategic Board to review the progress of the project and see that it remains true to its core purpose. This will comprise representatives of the Council and LSBU.

1. Business Plan Executive summary

1.1 High-level overview

Background

In 2015 Southwark, Lambeth and Lewisham Borough Councils commissioned a report from The Centre for Economic and Social Inclusion on the skills provision and job matching in the Tri Boroughs. Entitled “South London Tri Boroughs skills provision and job matching” (The Centre for Economic and Social Inclusion 2015 Appendix One), the report was clear that the professional and technical courses offered locally did not meet learner expectations or employer needs. This analysis led to Southwark Council’s proposals for an alternative approach to some further education provision in Southwark as set out in “Raising standards and developing skills in further education in Southwark – a prospectus for change” (2015 Southwark Council Appendix Two).

This plan and proposal from London South Bank University (LSBU) arise out of the issues raised in these two reports and endeavours to support the Southwark Council Plan (2014/15 to 2017/18) “Fairer Future” and the ambitions set out therein, namely:

- We will guarantee education, employment or training for every school leaver, support 5,000 more local people into jobs and create 2,000 new apprenticeships.
- We want our residents to be and stay financially independent. With local business and other partners we’ll make sure our residents are equipped with the skills and knowledge to access the many exciting opportunities that being in Southwark brings.

By bringing back into use a Grade II Listed Building, as set out below, this proposal also supports the Council’s plans for Revitalised Neighbourhoods:

- We will revitalise our neighbourhoods to make them places in which we can all be proud to live and work, transforming Elephant and Castle, the Aylesbury and starting regeneration of the Old Kent Road.

London South Bank University’s Plan

LSBU is planning to establish the Passmore Centre as a hub for a new Institute for Professional and Technical Education (IPTE). Together with the wider University it will support learners through the crucial transition from Advanced to Higher and Degree Level professional and technical education. This plan brings together the high quality technical facilities and the educational infrastructure needed to support a substantial growth in Higher and Degree Apprenticeships and related programmes for a wider group of learners, particularly at educational Levels 3-6, and in so doing support the employers of Southwark.

Summary of overall programme:

- Refurbishment of the Passmore Building as the new Passmore Centre, which will be the hub for an Institute for Professional and Technical Education, with capital support from Southwark Council
- Increased capacity in the University's laboratories and other technical teaching facilities to support further professional and technical education
- Dedicated staff to develop and deliver Higher and Degree Apprenticeships
- Dedicated staff to support students engaged in Apprenticeships and other employer supported education.

Current Activity

LSBU has invested in an experienced Apprenticeships Manager, who, with the support of senior staff, is working with other education providers to develop new Higher and Degree Apprenticeships and connected pathway programmes at Level 3. LSBU now has approval for 10 Higher and Degree apprenticeship programmes with further 8 programmes anticipated to be ready for delivery for 2017.

The IPTE team is currently working with five FE partners (College of North East London (CONEL), Lambeth College, Lewisham and Southwark College, Barnet and Southgate College, Barking and Dagenham College; and with a number of Professional Bodies). We are working together on:

- curriculum design, delivery and apprentice preparation to ensure seamless progression - the aims are to create broad and inclusive progression routes for apprentices, provide new employability pathways and to create a more market-focussed, responsive and accessible offer to employers. A more joined up approach will mean that progression from levels 3 and below to levels 4+ will become more seamless. A broader combined approach will be more responsive to employer training needs at whatever level required.
- co-producing materials
- identifying where enhanced teaching opportunities and use of facilities could be maximised between partners
- developing additional degree apprenticeships across a range of engineering disciplines and in complementary areas of construction/civil engineering and management.
- hosting employer workshops to design academic content and delivery, develop competence/professional frameworks, and support recruitment of apprentices.
- establishing an Employer Engagement post to work with all partners –this post will support the direct engagement of employers, raising awareness and their continued engagement in the design and development of these Degree Apprenticeships.

Proposal to Southwark Council

LSBU is investing in a range of new facilities and infrastructure to support this provision and is seeking investment of £5m from Southwark Council to create the Passmore Centre. The Passmore Building is a Grade II Listed Building which is currently on the Southwark Buildings at Risk Register and which this proposal will bring back into use.

Outcomes

The impact of the project will be measured primarily by the number of learners on professional and technical pathways making the transition to Levels 4, 5 and 6. It will also be measured by the effect on employers and their ability to recruit suitable staff and to train their own staff in the areas they need.

By 2019/20 LSBU expects 2000 student to be taking courses through the IPTE (entry at Year 0/Level 3-4), with an intake of 500 or more p.a. engaged on Higher and Degree Apprenticeship qualifications or equivalent. This aligns with the objectives of Southwark Council and LSBU and new government initiatives concerning professional and technical qualifications.

Summary

The Passmore Centre will be a hub for the IPTE and provide:

- A “gateway” / “home” on campus for students on Higher and Degree Apprenticeships and other employer supported professional and technical programmes some of whom will be Levels 3/4 students. This “home” will provide them with a stronger sense of identity and security. Most of these learners will be working and studying part time and in many cases will be less confident learners who will benefit substantially from the provision of a home base rather than being left to find their way in the wider University
- Dedicated teaching facilities, locally situated to supplement access to the University’s technical facilities, for specific core skills (e.g. maths, English, communication skills and IT) and preparation for moving into higher education
- Personal support for apprentices and other employer supported students
- Specific study resources to support Higher and Degree Apprenticeship students, especially given the constraints of studying alongside work-based activities
- One Stop Shop for employers (some of which struggle to build relationships with FE Colleges) with the opportunity to signpost them to the most appropriate college for their needs
- A central point for Independent Careers Advice and Guidance for those considering access to professional and technical programmes (Levels 3-6) including school and FE pupils and the wider community. This will include insight for young people into the kinds of jobs available in the area and encourage people into the right kinds of courses
- Support for gateway activity at Levels 3/4 (possibly including foundation year provision)

- Promotion of apprenticeship opportunities to employers – supporting Southwark’s own pledge for 2000 apprenticeships
- A meeting point to bring together employers (with available jobs) and those with relevant skills
- Account management support for employers
- A bridge into the University for FE colleges and other Level 2-4 education providers
- Community outreach activities focused on professional and technical education

1.2 Key contacts

The project is being sponsored by the Vice Chancellor of London South Bank University, Professor David Phoenix and led by LSBU Deputy Vice Chancellor, Professor Pat Bailey with support from senior professional and academic staff.

Key contacts:

- Professor David Phoenix, Vice Chancellor: phoenixd@lsbu.ac.uk
- Professor Pat Bailey, Deputy Vice Chancellor: pat.bailey@lsbu.ac.uk
- Michael Simmons, Director of Stakeholder Engagement: michael.simmons@lsbu.ac.uk

2. About London South Bank University

London South Bank University has over 18,500 students, over a quarter of whom come from south east London. The University has a 125 year history of providing professional and technical education to the area. Over 37% (6700) of LSBU students are sponsored by business and government, the highest proportion of any UK university. These are students for whom employers fund their degree course tuition, give time off for study, and offer training in the work place. They “earn while they learn” and are a key to increasing UK productivity. LSBU has also become involved in the new Higher and Degree Apprenticeship programmes and is a lead higher education provider. LSBU has around 1000 employer partners supporting students and its courses are accredited by professional bodies or developed with employers.

London South Bank University is committed to playing a key role in the community. It has strong partnerships with its local councils, local businesses and the local education sector. In 2014 LSBU opened the University Engineering Academy for 14-19 year olds; and in 2016 will open a University Technical College in Brixton in partnership with Skanska and Guy’s & St Thomas’ Hospital. Working with local schools and colleges LSBU provides pathways into higher education, particularly into areas like construction and engineering.

To support work with employers, LSBU invests in high quality facilities used in the industries in which its graduates work. Facilities include robotics, virtual reality, acoustics, and health and social care simulation suites. LSBU’s work with employers is underpinned by high quality applied research in key areas and it has world leading research partners including London Underground, Sellafield and Fitflop as well as the Welding Institute.

The diversity of London South Bank University Students

LSBU has one of the UK’s most diverse bodies of students. Nearly 15% of LSBU students have a disability – the highest of any London university. Nearly 25% of LSBU students are from families eligible for free school meals – the highest in the UK. We have one of the most diverse groups of students by age with over 80% being mature students aged 21 years or over. Over 50% of our students are BAME. We take students from a wide range of educational backgrounds and we work hard with local schools and other organisations to provide pathways for those from less advantageous educational backgrounds but with the ability to succeed in higher education. We have a very substantial Widening Participation programme which starts as early as Year 9. In addition to complying with all equality and diversity legislation has a LSBU has strong record in supporting diverse student and staff bodies.

Impact assessment and equality and diversity

We have a strong record of supporting and driving equality of opportunity. An initial EIA screening of this project has confirmed the following:

- 1) Access – physical: In terms of adapting the building to make it as inclusive and accessible as possible, we will follow as a minimum the building regulations to ensure compliance with current disability environmental standards. Initial aligned consultations via GenderNet (our gender network) has indicated that we will go further than existing regulations and ensure that there is inclusive signage, thus taking into account trans students and staff.
- 2) Access – teaching: in terms of teaching, we will ensure that our teaching is accessible and inclusive. With a university student BAME population of 55%, a female student cohort of 51%, student satisfaction amongst BAME students running at 87.8% and a Student Life Centre that recently achieved a Service Marker Accreditation from the Institute of Customer Service (ICS), we are well placed to ensure that our teaching is as inclusive as possible. This includes the use of suitable images and references that reflect the background, education and lifestyles of our diverse cohort.

3. The vision

3.1 What's proposed - summary

London South Bank University is proposing to establish a new Institute for Professional and Technical Education (IPTE). The aim of the IPTE is to help meet the shortfall in technical and vocational skills and address some of the concerns about low educational engagement in the area. It will provide a gateway for Level 3 learners, supporting the crucial transition into higher professional and technical education. It will enable those not yet in work to achieve suitable professional and technical qualifications that are aligned with job opportunities, and those already in work to progress their careers. The hub of the IPTE will be the Passmore Centre.

The Passmore Centre will support professional and technical education including apprenticeships at Levels, 3, 4, 5 and 6, smoothing the way into the Higher Education for those ready to study at degree level (in Higher and Degree Apprenticeships or other forms). Initially, the focus will be on STEM and Health related careers, but the aim is to broaden to other professional areas where there are significant local career opportunities, for example in Hospitality and Management.

The Passmore Centre will support the University's Widening Participation programmes by providing an insight into the career paths available and will provide Independent Careers Advice and Guidance to help people to make highly informed decisions about the pathway most appropriate to them.

Where appropriate, there will be routes to support Level 2 education in maths and English for those studying at Level 3 and above.

Educational Rationale

Whilst there are simple and established pathways for academic progression at Level 3, the pathways in professional and technical education are more complex, less well known and very often less well regarded. Very often learners fail to make this transition and the aim of the IPTE is to make it more straightforward, more practicable and better regarded.

Many learners do not follow a route into Levels 3 and 4 education because the provision locally is unappealing and in STEM areas in particular there is a shortage of suitable courses and facilities. So alongside Levels 4, 5 and 6 programmes LSBU plans to establish pathways and specialist "gateway" qualifications focusing on Level 3 and/or Level 3/4 combinations, in professional and technical education in collaboration with employers. Where appropriate, LSBU will also provide Level 3 support for those already broadly ready to begin Level 4 learning. In many cases the focus of this work will be around Higher and Degree Apprenticeships.

LSBU sees huge advantages in providing Level 4 and 5 vocational qualifications within a research active university that educates to Levels 6-8; students will have access to leading edge technologies and expertise, whilst being able to study highly applied aspects of their subjects.

At the heart of the IPTE will be employer engagement. LSBU currently has around 6700 students sponsored by government and other employers in key areas of local demand, with nearly 1000 sponsoring employers. The University will also continue to work closely with existing employer partners through South Bank Employers Group, We Are Waterloo, other Business Improvement Districts, Southwark Business Forum and other organisations.

Alongside the IPTE the University is developing a new concept of a “Family” of Learning Providers in south-east London (Appendix Three). This Institute for Professional and Technical Education will be included should this Family be established. In that event, the IPTE will extend to a hub and spoke model where it will also provide specialist education in selected professional and technical fields both at the University but also at other local educational providers.

Whatever the final form of the IPTE, the Passmore Centre will provide a home base for apprentices, facilities for employer engagement, teaching facilities, and an outward-facing resource for community engagement. An extensive range of local activities will strengthen community engagement and raise awareness of Higher and Degree Apprenticeships and similar qualifications.

The Passmore Centre

LSBU believes that key to the success of the delivery of Higher and Degree Apprenticeships in Southwark will be the provision of a suitable centre, with external visibility and located close to key technical teaching facilities. Many of the new Level 3-6 learners will arrive at LSBU through a less academic route, or after a period away from academic study. To best serve these learners, who have the added complexity of studying part time, they need to feel fully supported in their learning and participation in the University. LSBU believes a dedicated centre will play a key role in this. Learners will benefit substantially from the sense of belonging and easy access to support that an easily identifiable and accessible “home base” can provide. This will contribute to ensuring they access the kind of support that will enable them to complete their studies successfully. Having their own facilities, as well as being able to mix with students on other pathways through labs and non-academic activities, will assist with confidence and mutual support.

The University estate includes the historic Passmore Building which, despite being a listed historic building, meets a number of what LSBU believes are key criteria – a stand-alone facility in close proximity to LSBU’s Enterprise Centre (its hub for business engagement) and to key student services – the Student Centre, Library, Learning Resources Centre and relevant teaching facilities.

The Passmore Building is situated on Borough Road, at the northern end of LSBU's campus. It will provide a base for the IPTE, some educational facilities, and a gateway for engagement with employers and with the local community.

Specialist professional and technical teaching facilities to support teaching in key areas of local demand will be provided across the campus.



Although expected to cover most professional areas, the initial focus will be on:

- Construction, Manufacturing and Engineering
- Health Science and Social Care
- Hospitality and Management
- Digital and Creative Technologies

3.2 Strategic/policy context

What is special about the proposal?

This approach fits well with LSBU, Southwark Council and national strategies:

- Institutional fit is excellent: LSBU is a civic university with commitments to professional and technical education and real world impact which underpin its Corporate Strategy
- Fit with Southwark Borough Council is also excellent, as it strives to develop viable pathways for students to progress into higher professional and technical learning
- Fit with government skills strategy is excellent in particular in relation to the new government focus on professional and technical qualifications.

3.3 High-level vision

Over half of the UK's young people do not follow a GCSE/A-Level/University academic route, but those "between" NEET and A-Levels have been largely "overlooked" by policy makers. Indeed the failures of the UK's vocational and technical education are well rehearsed and have recently been revisited in an excellent report by the House of Lords Select Committee on Social Mobility entitled "Overlooked and left behind: improving the transition from school to work for the majority of young people". Published in April 2016 it captures much of the research

and opinion in this area. The aim in this proposal is to help to address this overlooked group in Southwark to the benefit of local people and employers.

3.4 High-level objectives

LSBU's aim is to help to meet the local shortfall in technical and vocational skills at Levels 4, 5 and 6. The problem is especially acute given the difficulties that the FE sector is experiencing. Through this proposal LSBU aims to smooth the transition in professional and technical education through Level 3 to 6.

The data show that, whilst 50% of those completing Advanced Apprenticeships (Level 3) were interested in pursuing degree-Level courses (Levels 4-6), only 4% transferred directly onto them, rising to 15% within 7 years. It is clear that there is huge potential for more students to make this transition, in many cases by undertaking higher and degree apprenticeships. (Appendix Four)

LSBU currently has around 6700 students sponsored by government and other employers in key areas of local demand, with nearly 1000 sponsoring employers. Many firms are likely to transfer to apprenticeships, opening up the opportunity to grow existing provision to include Levels 3-6. In the health areas, there is a strong likelihood that forthcoming changes to student funding will result in two paths into nursing: a) self-funded students support by student loans, and b) a very considerable number of nursing apprenticeships at Levels 3-6.

3.5 Unique selling point

This is a uniquely cost-effective approach which can be delivered more quickly than other options. Operating in the way proposed will be significantly more cost effective than any stand-alone model as it takes best advantage of existing specialist facilities. LSBU estimates that a new build 'apprenticeship centre' to support an intake of 500 students p.a., liaise with employers and professional bodies, and administer the processes would cost in the region of £20M in capital build. The cost of technical facilities to support this training would be a further £20m of capital spend with additional running costs. Because this proposal uses existing university laboratories and other educational facilities, it is an especially cost effective route to develop/deliver the new apprenticeship courses.

LSBU is uniquely placed to offer this kind of approach:

- Mission is to provide education to meet 'real world needs'
- As a civic university, LSBU is committed to meeting its community's needs (including Widening Participation in Higher Education)
- Outstanding employer contacts (over 1000 sponsors of 6700 students)
- One Trailblazer Higher Apprenticeship scheme in place; others planned or submitted in building/construction and in health and social care
- Excellent match of expertise with priority areas for professional and technical skills
- Available building (the Passmore Building) that will provide an ideal base for these students

- Active engagement from Borough Councils to help bridge the FE-HE interface
- LSBU is already embedded in the local educational infrastructure through its Academy School, University Technical College, Memoranda of Understanding with local Councils and Morley College and many other links
- Extensive local employer links including over 1000 SMEs and larger businesses and leading business organisations eg South Bank Employers Group, South Bank Employment and Skills Group (South Bank Partnership), Southwark Business Forum, We Are Waterloo Business Improvement District and four other BIDs.

London South Bank University has particular skills and resources in key sectors of employment opportunity in the area:

Built Environment

- LSBU's is home to the largest Built Environment & Architecture School in any Higher Education Institution in the UK (LSBU has over 2,350 students in the School, with 632 graduated in 2015). The employment rate from the Built Environment School exceeds 90%.
- Nearly 2 in 3 of the UK's building services engineers were educated at London South Bank University.
- No 1 UK university for teaching in Planning (National Student Survey 2015)
- Courses accredited by:
 - The Royal Town Planning Institute (RTPI)
 - The Chartered Institute of Housing (CIH)
 - The Royal Institution of Chartered Surveyors (RICS)

Health and Social Care

- 5,000 full time students in the school (2,000 graduated in 2015)
- 12 state of the art skills suites
- 1 in 4 of nurses practicing in London trained at LSBU
- Ranked No.1 London Modern University by career prospects in the health professions (Guardian league tables, 2016)
- LSBU is Europe's largest provider of paediatric nurse training (providing by far the majority of graduate nurses to Great Ormond Street Hospital)

Engineering

- Top 10 University for 'Teaching Quality' and 'Student Experience' in the area of General Engineering (Sunday Times League Table 2016)
- Top modern university in London for research in General Engineering and 4th out of 23 in Research Impact for post-92 Universities in General Engineering
- Facilities include 6000 square metres of specialist engineering laboratories, workshops and computer suites for student use
- Computing and Informatics has a University strategic partnership with IBM

Digital Skills

- Elephant Studios at LSBU (a £4m investment in digital creative facilities opened in 2016) offers high-end production and post-production facilities, serving students and the professional broadcast industry.

- Over 50 local, national and international arts and creative industries partners

Hospitality and Management Business

- No 1 London modern university for learning resources in tourism, transport and travel - National Student Survey 2015
- Courses accredited by:
 - The Organisation for Tourism and Hospitality Management (OTHM)
 - Confederation of Tourism and Hospitality (CTH)
 - Association of Chartered Certified Accountants (ACCA)
 - Chartered Institute of Public Finance and Accountancy (CIPFA)
 - The Chartered Institute of Marketing (CIM)
 - Chartered Institute of Personnel and Development (CIPD)
 - Chartered Management Institute (CMI)
 - Institute of Chartered Accountants England & Wales (ICAEW)

4. Summary Market Analysis

It is evident from the analyses detailed below that the professional and technical courses offered locally do not meet learner expectations or employer needs. Local provision focuses on courses that neither meet the Level nor occupational requirements of local employment. As a result, neither do they match the needs of learners seeking local employment. Even when there are courses in broad subject areas, these do not match effectively to occupations (See Table 4).

There is rising demand from local employers for a more highly educated and skilled workforce (Table 5). In that context the Levels of the courses offered are too low (Tables 2 and 3). In particular there is employer demand in Construction, Manufacturing and Engineering, Health, Public Services and Care, Hospitality and Retail which is not being met (Tables 5 and 6).

As a result learners' needs are not being served locally and inevitably too many of them are studying out of borough or not at all (Table 1).

4.1 Market research

In 2015 Southwark Council produced a report entitled "Raising standards and developing skills in further education in Southwark – a prospectus for change" (2015 Southwark Council, Appendix Two). This report highlighted a lack of high quality professional and technical education locally and employers struggling to recruit suitably trained staff. It set out the case for a step change in local skills provision.

This proposal is a response to that report and the issues it highlights. In summary, the questions are as follows:

- 1) Is local professional and technical education provision attractive to local learners and prospective learners?
- 2) Is local professional and technical education provision well aligned with learner employment needs?
- 3) Are the professional and technical skills of local people well aligned with employer needs?

1) Is local professional and technical education provision attractive to local learners and prospective learners?

The available evidence indicates that the needs of local learners are not being met. Educational outcomes from the local FE provision are well below what is being achieved in the Southwark's sixth form colleges:

"The experience for learners in further education through the local college is in stark contrast to the academic outcomes achieved by learners in the borough's sixth forms. For example, in 2014 Southwark A level students achieved 718 UCAS points, out-performing both the London and national averages. At the same time, the overall

total of young people who achieved the level three threshold was some 6% below the London average and placed our performance at 27th out of the 33 London boroughs". ("Raising standards and developing skills in further education in Southwark – a prospectus for change")

Evidence for this is the number of local learners who are demonstrating their dissatisfaction with provision in the borough by commuting to other FE provision.

Table 1

	Learners imported from other boroughs	Residents exported to other boroughs	Residents who remain in borough to learn	Total Resident Cohort 16-19 year olds
SOUTHWARK	699	4397	1485	5882

This net export of post-16 learners to other boroughs in London represents the highest percentage of learners for any of the London boroughs and is in contrast to the position at 11-16 where Southwark retains and successfully serves most of its residents. There is significant demand from Southwark's post-16 learners, but only 25% of them choose to remain in the borough to learn. In addition, there will be potential learners who do not engage in further study at all due to the issues of travel and the unattractiveness of local provision.

2) Is local professional and technical education provision well aligned with learner employment needs?

Local employer needs for south east London have been researched and the details set out in a report entitled "South London Tri Boroughs skills provision and job matching" produced by the Centre for Economic and Social Inclusion and commissioned by Southwark, Lambeth and Lewisham Councils. (Appendix One)

The CESI research on the supply and demand of skills across the three boroughs (as shown in the Table 2) highlights a proliferation of short courses at Level 1 and a number of courses covering subjects that did not match those needed for current and future occupations. Southwark Council's own report "Prospectus for Change" concludes that: "Furthermore, there was a paucity of starters for the types of higher Level courses employers look to for workers. Taken as a whole, the data highlights dissonance between the supply of skills in the region and those sought by the employer base."

Table 2

Course Count								
Course type	Entry	Level 1	Level 2	Level 3	Level 4+	Unknown	Total	%
A, AS, A2 Levels	0	0	0	38	0	0	38	4%
Advanced Apprenticeships	0	0	0	12	0	0	12	1%
FE long courses	52	86	144	118	6	2	408	45%
FE short courses	54	95	70	15	8	2	244	27%
FE very short courses	21	38	16	0	2	0	77	8%
Intermediate Apprenticeships	0	0	27	0	0	0	27	3%
Workplace Learning	0	0	68	34	0	0	102	11%
Total	127	219	325	217	16	4	908	100%
%	14%	24%	36%	24%	2%	0%	100%	

Sum of starters								
Course type	Entry	Level 1	Level 2	Level 3	Level 4+	Unknown	Total	%
A, AS, A2 Levels	0	0	0	130	0	0	130	0%
Advanced Apprenticeships	0	0	0	0	0	0	0	0%
FE long courses	2,880	2,970	3,910	1,850	50	260	11,920	39%
FE short courses	4,990	3,360	3,350	400	140	0	12,240	40%
FE very short courses	400	2,720	700	0	0	0	3,820	13%
Intermediate Apprenticeships	0	0	100	0	0	0	100	0%
Workplace Learning	0	0	1,910	420	0	0	2,330	8%
Total	8,270	9,050	9,970	2,800	190	260	30,540	100%
%	27%	30%	33%	9%	1%	1%	100%	

Table - Course types, levels and sum of starters across LLS region, 2012-13 (South London Tri Boroughs Skills and Jobs Matching – CESI)

The CESI research also emphasised the problem of inadequate provision at Level 3 and above across the area and alignment problems between the provision of courses and the requirements of the labour market.

Table 3

Local Authority of Provider (Main Address)	Provider (more than 1,000 learners)	Below Level 2	Skills for Life	Level 2	Full level 2	Level 3	Full level 3	Level 4 and above
Lambeth	LAMBETH COLLEGE	17%	25%	19%	15%	14%	10%	1%
Lambeth	MORLEY COLLEGE LIMITED	65%	10%	14%	1%	8%	2%	-
Lambeth	NACRO	52%	40%	6%	2%	-	-	-
Lambeth	LAMBETH LONDON BOROUGH COUNCIL	10%	85%	4%	1%	1%	-	-
Lewisham	LEWISHAM COLLEGE	15%	21%	24%	21%	9%	9%	0%
Lewisham	CHRIST THE KING SIXTH FORM COLLEGE	16%	5%	31%	2%	29%	17%	-
Lewisham	LEWISHAM LONDON BOROUGH COUNCIL	16%	58%	15%	6%	3%	3%	-
Southwark	SOUTHWARK COLLEGE	11%	20%	30%	21%	8%	8%	0%
Southwark	SOUTHWARK LONDON BOROUGH COUNCIL	10%	78%	10%	2%	-	-	-

Table – Skills provision across LLS region, 2012-13 (South London Tri Boroughs Skills and Jobs Matching – CESI)

Table 4

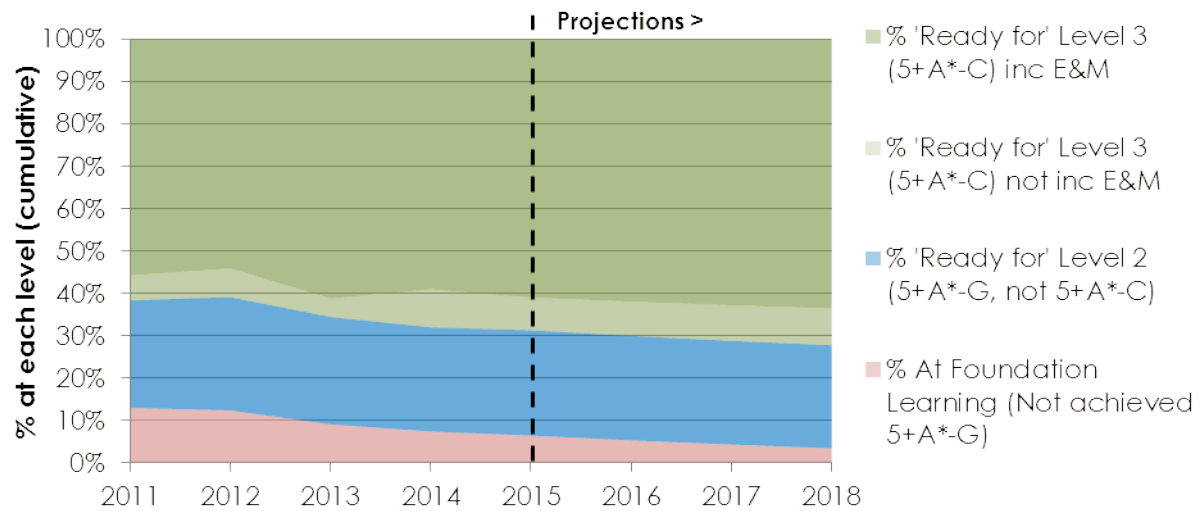
Subject area	Occupations matched to subjects by volume 2013 %	Occupations matched to subjects by volume 2020 %	No of college courses	%	No of starters	%
Business Management	16%	17%	53	6%	1,470	5%
Administration	11%	9%	48	5%	630	2%
Preparation for Work/Foundations for Learning and Life	10%	10%	213	23%	15,510	51%
Health and Social Care	8%	9%	55	6%	2,380	8%
Accounting and Finance	5%	5%	27	3%	940	3%
Media and Communication	5%	5%	16	2%	70	0%
Nursing & medical Subjects/Vocations	4%	5%	2	0%	60	0%
Teaching and Lecturing	4%	4%	13	1%	140	0%
Retailing and Wholesaling	4%	3%	3	0%	130	0%
ICT for Users	3%	4%	33	4%	1,310	4%
ICT Practitioners	3%	4%	22	2%	620	2%
Marketing and Sales	3%	3%	3	0%	30	0%
Manufacturing Technologies	3%	3%	2	0%	0	0%
Public Services	3%	3%	14	2%	570	2%
Hospitality and Catering	3%	2%	31	3%	220	1%
Transportation Operations/Maintenance	2%	2%	7	1%	60	0%
Child Development and Well Being	2%	2%	20	2%	210	1%
Sport, Leisure and Recreation	2%	2%	30	3%	1,140	4%
Law and Legal Services	2%	2%	4	0%	0	0%
Travel and Tourism	1%	1%	14	2%	80	0%
Medicine and Dentistry	1%	1%	1	0%	130	0%
Other Languages, Literature and Culture	1%	1%	23	3%	150	0%
Crafts, Creative Arts, and Design	1%	1%	20	2%	110	0%
Engineering	1%	1%	31	3%	1,080	4%
Science	0%	0%	17	2%	300	1%
Sociology and Social Policy	0%	0%	2	0%	40	0%
Building and Construction	0%	0%	99	11%	1,650	5%
Urban, Rural and Regional Planning	0%	0%	1	0%	40	0%
Horticulture and Forestry	0%	0%	2	0%	30	0%
Performing Arts	0%	0%	26	3%	180	1%

Table – Subjects for current and future job demand, 2012-13 (South London Tri Boroughs Skills and Jobs Matching – CESI)

3) Are the professional and technical skills of local people well aligned with employer needs?

Based on the CESI report, the available evidence indicates that local employer skills needs are not being met by local people. There is rising demand from local employers for more a more highly educated and skilled workforce:

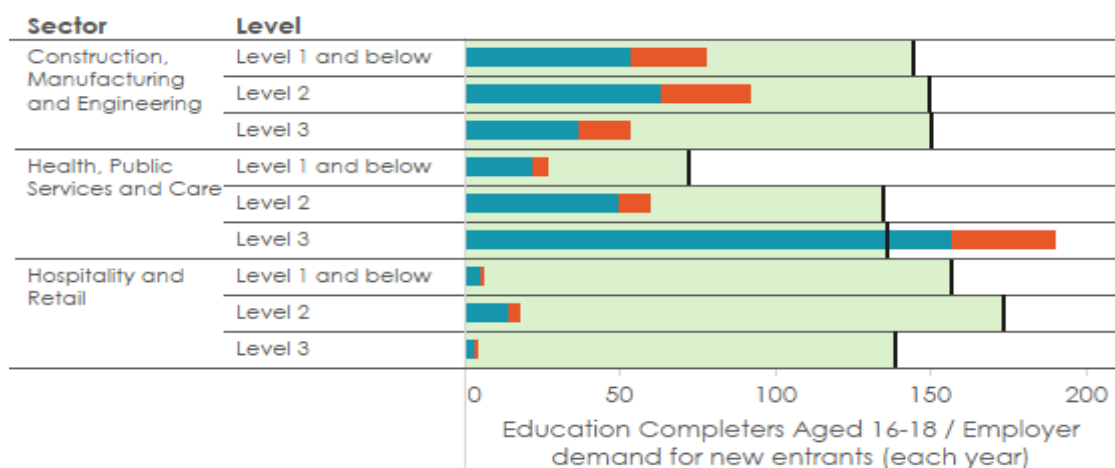
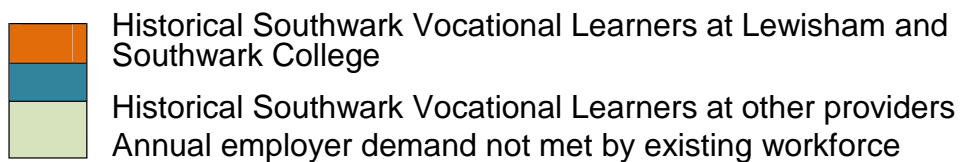
Table 5



In particular there is high demand from employers in the key vocational learning sectors; but local FE provision is failing to meet this demand, especially in:

- Construction, Manufacturing and Engineering
- Health, Public Services and Care
- Hospitality and Retail

Table 6 Supply of local learners and employer demand



The CESI report states: “Aggregating the data on the number of jobs for the three boroughs shows that there is an increasing concentration in sectors that require highly qualified people. The professional, scientific etc sector has seen a large increase since 2009 but ¾s of these are in Southwark.” (Source: Business register and employment survey 2012, ONS). The research further analysed provision and employer demand for skills, and identified the sectors within Southwark most likely to provide an increase number of jobs and/or salary levels to 2020. Cross referenced with Southwark Council’s own local analysis this indicates a curriculum focus on sectors including:

- Construction
- Hospitality
- Health & Social Care
- Business & Professional Services
- ICT
- Retail
- Marketing

Southwark’s “Prospectus for Change” Report highlights: “There is a worrying lack of supply for the future growth sectors” and concludes: “Once again, the perversity of this is that it entrenches a sharp divide between the supply of skills and the demand of employers. Unpicking this supply/demand relationship and rebalancing it is central to ensuring a supply of high-quality skills provision to meet employer demand and equip residents for the jobs of the future London labour market.”

4.2 Competitor analysis

The driver for this proposal is the historic failure of local FE providers to meet the demand for professional and technical education for the people and employers of this area. (See section 4.1 above).

4.3 Market risks

The key identified market risks are:

- Discontinuation or reduction of government’s apprenticeship programme
- Failure to recruit adequate numbers of students

4.4 Promotion and advertising

LSBU has strong working relationships with local business and employer organisations including We Are Waterloo, Southwark Business Forum, South Bank Employers Group and four other local Business Improvement Districts. LSBU also has direct relationships with well over 1000 employers. The IPTE will have the support of the University’s full marketing resources, which has experience of recruiting undergraduate and postgraduate students directly and through employers. LSBU also has experience of younger recruitment through its sponsorship of a local Academy and University Technical College.

Specific local engagement and promotion activities include:

Businesses

- Establish newsletter and monthly communication with our current base of 300 businesses in Southwark
- Further strengthen links with SBEG and the Southwark Business Group
- Run a variety of workshops and events to disseminate latest funding updates and support employers with apprenticeship recruitment
- Continue to have a close working relationship with the Construction Skills Centre (Elephant Castle development) to jointly promote apprenticeships to employers and strengthen progression routes; LSBU currently sponsor the 'Learning zone' in the centre and are facilitating a joint event during National Apprenticeship Week

Early engagement (outreach to schools, colleges and the community)

- Wide range of academic and personal develop activity and support for children from school age 7 through to 13, and adult learners
- Supports for key stages 3, 4 and 5 through to application to University
- Support for local charities and community groups through Student Ambassador scheme
- STEAM (Science, Technology, Engineering, Arts and Maths) Saturday schools for Southwark students (running from September 2017)
- Community event in June 2017 (will be annual after this year)
- Subject specific talks and tours available to schools and colleges
- Annual Year 10 Summer School
- Extensive support for care leavers, and work with social enterprise organisations
- Exploring partnerships with 'My Kinda Future' to support Southwark School students to progress into Apprenticeships,

Support to enhance achievement/continuing education

- Provision of masterclasses in (for example) maths and physics
- LSBU is the only University with a partnership agreement with Open College Network (OCN) London, which supports students taking Access courses to enter HE
- In October/November, we run a 2-day academic programme to support the extended project for Access students
- Work closely with colleges to help delivery of BTEC qualifications, including in Law (to stretch top students to achieve distinctions), ICT (delivery of games units using our state-of-the-art facilities), Engineering and Tourism

5. Options analysis

5.1 Options

As part of its plans to develop the proposed Institute of Professional and Technical Education, LSBU has explored 5 options.

Option One – Do Nothing

Advantages:

- no cost

Disadvantages:

- continued failure to meet local learner and employer demand and with that a failure to meet the ambitions of the Southwark Council Plan

Option Two – Virtual IPTE

LSBU would create a Virtual IPTE. In practice this would mean setting up and promoting some Higher and Degree Level Apprenticeship programmes and continuing to provide administrative support solely from within the University's existing functions. There would be investment in an Apprenticeships Manager and some administrative and industry liaison support.

Advantages:

- low cost and relatively easily implemented

Disadvantages:

- offers no additional support for learners or employers
- absence of expanded capacity in technical facilities including laboratories would mean that Apprenticeship programmes would be at risk from other demands
- no “gateway” for employers or potential learners

Option Three – Virtual IPTE with additional Level 3 provision

In practice this would simply build on Option Two with the addition of a limited number of Level 3 programmes. Teaching would be self-funding and would mainly use existing staff.

Advantages:

- still an inexpensive option

Disadvantages:

- no substantive support facilities for Level 3 learners
- adds complexity but offers no additional support for learners or employers
- absence of additional space would mean that Apprenticeship programmes would be at risk from other demands
- no “gateway” for employers or potential learners

Option Four – Actual IPTE in refurbished Passmore Building

A refurbished Passmore Building would provide a hub from which to deliver a coordinated programme of FE-HE pathways led by a Director (at School 'Dean' Level) as well as a home for learners, dedicated space for their teaching and dedicated staff, and a gateway for employers and potential learners.

Advantages:

- provides additional support to learners and employers
- additional space secures provision
- home base for Level 3-6 part time learners
- gateway for employers
- gateway for potential learners and hub for wider engagement
- substantial public statement
- relatively quick to deliver

Disadvantages:

- cost - capital investment required for refurbishment of "home" building and revenue costs associated with additional infrastructure, staffing and community engagement activities

Option Five – Actual IPTE in new purpose built facilities as part of the University

Advantages:

- cheaper running costs
- purpose designed space
- more substantial public statement

Disadvantages:

- cost of new build (including availability of land)
- higher risk
- longer to deliver

5.2 Preferred option

Option Four

6. Operational plan

6.1 Timeframes

At this stage there are a number of unknowns with regard to the timelines of the project. However, LSBU estimates that the Passmore Centre project will take approximately 19.5 months from final brief to delivery. An example schedule is set out below; however this is an old building and there may be unforeseen issues as the project develops. The timescale also depends on the type and extent of the work required and the final planning requirements. The following programme assumes approval of a completed brief.

Appointment of Design Team using the SCAPE Framework with no need to go out to OJEU	1.5 months
Report by Structural Engineer	0.5 months
Preparation of outline design	3 months
Application for planning permission and production of detailed design/preparation of tender documents	3 months
Tender process	1 month
Decision and approvals	1 month
Build (structure)	8 months
Commissioning/handover	0.5 month
Specialist installations, data etc	1 month
Total	19.5 months

2017-19	Building up to an intake of 500 apprentice learners studying through the IPTE
Sep 2018	New state-of-the-art science and engineering labs (£20m) created in existing campus buildings
2019	New build Student Centre completed (£100M) with range of facilities to include open access on ground floor to support arts and community activities

6.2 Planning permissions

The Passmore Building is Grade II Listed and any significant work to the interior or exterior of the building is likely to require planning approvals. LSBU will work closely with Southwark Council with the aim of minimising the impact of this on the construction schedule.

6.3 Capital works

A plan of indicative work on the Passmore Centre has been prepared and shared with Southwark Council (Appendix Five). Once the project is approved, LSBU will invest in a more detailed plan which will be shared and agreed with Southwark Council.

6.4 Curriculum development

LSBU has invested in an experienced Apprenticeships Manager. With the support of senior staff, the Apprenticeships Manager is developing new Higher and Degree Apprenticeships with pathway programmes at Level 3. This work is being undertaken in close collaboration with representatives of the relevant academic departments. LSBU now has approval for 10 Higher and Degree apprenticeship programmes with further programmes anticipated to be ready for delivery for September 2016.

6.5 Staffing

LSBU currently anticipates the following dedicated staff resources for the Passmore Centre:

- Dean or Director of the IPTE
- Apprenticeships Manager
- Industry Liaison Officer
- Apprenticeship administration

The following additional support will be provided by the University centrally (with direction from the Dean and Apprenticeships Manager):

- Marketing
- Employer Engagement
- Infrastructure support eg ICT, HR, Finance
- Professional and technical teaching
- Specialist maths, English and ICT teaching
- Course development
- Student support

6.6 Secondary accommodation

The additional University support will be housed in existing accommodation and no further support space is anticipated. However, the University is anticipating a further investment of £4m in additional workshops and laboratory facilities, funded by HEFCE and LSBU.

6.7 Suppliers

Refurbishment of the Passmore Building and upgrading of other facilities will be undertaken by an LSBU framework contractor or as otherwise agreed with Southwark Council.

6.8 Equipment

No specialist equipment is anticipated for the Passmore Centre. However, the University is anticipating a further investment of £4m in additional workshops and laboratory facilities, funded by HEFCE and LSBU.

6.9 Key assumptions

- Continuation of government support for Apprenticeships and the Apprenticeship Levy
- Growing employer demand for Apprenticeships
- Growing student demand for Apprenticeships

6.10 Operational risks

- Failure to deliver the building within the capital budget – this risk will be held by LSBU
- Failure to deliver the refurbishment project on schedule – this risk will be held by LSBU which will provide interim space for delivery if required
- Failure to secure adequate additional students to justify operational costs of the Centre – this risk will be held by LSBU
- Systems and process failures related to draw down of student funding (LSBU)
- Quality failings resulting in inability to draw down student funding (LSBU)
- Systems/ quality failures which result in loss of employer support (LSBU)

7. Finance

7.1 Capital costs

The Passmore Centre project is part of a wider University project to expand provision for professional and technical education at Levels 3-6. This wider capital project comprises the following elements:

Passmore Centre	£5m*
Professional and Technical Teaching Facilities upgrade	£4m
Set up costs and initial running costs (to 2020)	£2m

*This is an indicative figure and subject to further detailed design work which will be undertaken as soon as the project is funded.

7.2 Profit and loss forecast

The IPTE is expected to break even by 2020 with any (small) surplus being invested in further provision for employer supported study.

7.3 Sources of finance

LSBU is planning investment in its capacity to deliver Higher and Degree Apprenticeships and other professional and technical education. This includes:

- Provision of Passmore Building by LSBU
- Refurbishment of the Passmore Building, estimated cost **£5m**
- Expansion of teaching capacity in laboratory and workshops spaces **£4m**
- Supporting infrastructure including ICT for reporting and funding mechanisms relevant to this area; staff to manage the programmes; additional teaching and technical support staff where necessary **£2m**

Once established, the Passmore Centre will need to be self-financing through income from teaching fees. However, the capital and set up costs of the project mean that external pump-priming support is needed.

The following are the proposed sources of capital finance for this project:

1. Refurbishment of Passmore Building. Cost estimated at £5m. Grant sought from Southwark Council.
2. Investment into additional teaching capacity in technical facilities. Cost estimated at £4m. A grant of £2m is being sought from HEFCE Catalyst Fund; a further £2m will be provided by LSBU.
3. Set up cost (staffing and infrastructure). Costs estimated at £2m over three years. Funded by LSBU with support requested from HEFCE.

In light of the significant proposed investment requested of Southwark Council, LSBU will be pleased to make an undertaking that there will be no disposal of the Passmore Building within 5 years without the consent of the Council. Furthermore, should the scale of activity necessitate a change of premises for the activities of the Passmore Centre, LSBU will consult in advance with the Council. LSBU and the Council will work together to agree a suitable model/ mechanism to enable the Council to oversee the appropriate use of its investment.

We are seeking to receive all funding as soon as possible. We will need to receive at least 20% of the funding to cover professional fees in order to initiate the project and further funds shortly thereafter to meet contractor requirements, with all funds received by 31 July 2017.

7.4 Financial risks

The key financial risks of the project are:

- Failure to deliver the building project within the capital budget – this risk will be held by LSBU
- Failure to secure adequate additional students to justify operational costs of the Centre – this risk will be held by LSBU

8. Governance

8.1 Operating model

The Passmore Centre will be owned and operated by LSBU as part of the organisational and financial structures of the University. Operating within the University will enable significant and vital flexibilities in terms of staffing, student access to facilities and student support, use of technical facilities, integrated employer engagement and integrated student recruitment.

The University's academic structure is currently based around seven Schools. In strategic and governance terms, the Passmore Centre will effectively operate as an eighth academic department (or School) with a Director or Dean reporting directly to the University Deputy Vice Chancellor. This model will enable the University to integrate educational provision.

8.2 Key partners and their roles

The key partners in this project are Southwark Council and LSBU. This project represents a major investment in skills by Southwark Council and both the Council and LSBU will wish to ensure that its role is suitably recognised and that the Passmore Centre contributes strategically and practically to its employment, education and skills ambitions. (See Point 8.4 below)

The Higher Education Funding Council for England (HEFCE) is anticipated to be another important partner. LSBU is seeking from HEFCE a substantial investment in the upgrading of the technical facilities that will support this project and HEFCE will therefore have a role in determining and assessing the impact of the project.

8.3 Other stakeholders

Other key stakeholders will include local schools, other education and skills providers, local employers and employer organisations.

8.4 Strategic Board/Governing body

The Passmore Centre will be owned and operated by London South Bank University and will ultimately be the responsibility of the LSBU Board of Governors. There will be established a strategic Passmore Centre Board with the purpose of reviewing the progress of the project and that it remains true to its core purpose, namely the provision of high quality professional and technical education at Levels 3-6. The Board will comprise representatives of the Council and LSBU. Details of the Board and any supporting body may be set out in an appendix to the established Memorandum of Understanding between the Council and LSBU. The IPTE (and the Passmore Centre which forms part of it) may have oversight from a further governing body the nature of which will be established as part of wider discussions around the Family of Learning Providers.

9. Appendices

Appendix One – “South London Tri Boroughs skills provision and job matching” (The Centre for Economic and Social Inclusion 2015, commissioned by Southwark, Lambeth and Lewisham Councils)

Appendix Two - “Raising standards and developing skills in further education in Southwark – a prospectus for change” (2015 Southwark Council)

Appendix Three - “Family” of Learning Providers” (LSBU 2016)

Appendix Four- BIS Research Paper Number 107 Progression of Apprentices to Higher Education FEBRUARY 2013 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/121889/BIS-13-664-progression-of-apprentices-to-higher-education.pdf

Appendix Five - Indicative plan for the anticipated work on the Passmore Centre

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