

Cabinet

Tuesday 17 September 2019

4.00 pm

Ground Floor Meeting Room GO2C, 160 Tooley Street, London SE1
2QH

Supplemental Agenda No. 1

List of Contents

Item No.	Title	Page No.
14.	Review of the Council's Approach to Community Engagement To adopt the approach to community engagement that sets out the vision and principles previously agreed by cabinet on 30 April 2019 and to agree that the new approach will inform the way in which the council works with residents throughout the borough on any matters which involve engagement and consultation.	1 - 50
15.	Extension of the Interserve Facilities Management Contract To approve the variation to extend the term of the consolidated facilities management (FM) contract with Interserve (Facilities Management) Limited (Interserve FM).	51 - 60
17.	Housing Delivery Test Action Plan for Submission To agree the Housing Delivery Test Action Plan for publication.	61 - 104
18.	Old Kent Road Social Regeneration Charter To agree the Old Kent Road Social Regeneration Charter [OKRSRC] for consultation.	105 - 166

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Date: 9 September 2019

Item No. 14.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Review of the Council's Approach to Community Engagement	
Ward(s) or groups affected:		All Wards	
Cabinet member:		Councillor Rebecca Lury, Culture, Leisure, Equalities and Communities	

FOREWORD - COUNCILLOR REBECCA LURY, DEPUTY LEADER AND CABINET MEMBER FOR CULTURE, LEISURE, EQUALITIES AND COMMUNITIES

Earlier this year, we launched our principles for consultation and engagement – setting out a series of ways in which we can deliver exemplary consultation and engagement across the Borough. This Cabinet report today sets out how we will actually deliver on this, embedding our processes within the Council. This will ensure that the principles are applied consistently across all forms of consultation and engagement from local highways changes, to large scale redevelopments. Southwark is committed to ensuring that we place our people at the centre of everything that we do, and that means listening, engaging constructively, and taking comments on board. We hope that this document starts conversations across the Council about the best way in which to conduct consultation and engagement, and that this filters out to provide best practice for other groups and organisations across the borough.

RECOMMENDATION

That Cabinet:

1. Adopts the Approach to Community Engagement that sets out the vision and principles that were agreed at the Cabinet meeting 30 April 2019 and describes how we will deliver these and is attached as appendix 1.
2. Agrees that the new approach will inform the way in which the council works with residents throughout the borough on any matters which involve engagement and consultation.
3. Approves the following objectives for our community engagement:
 - a. Create and nurture relationships with people and community organisations and build better connectivity between the council, and voluntary and community organisations and people in Southwark and each other
 - b. Understand people's experiences of services they use and the neighbourhoods they live in, work in, run a business in, visit and move through and better employ this local intelligence and local expertise to improve people's wellbeing, the quality of our places and the quality of our services.
 - c. Enable good governance and fair and informed decision making, through building confident, skilled, active and influential communities and a culture of getting involved.

BACKGROUND INFORMATION

4. In September 2018 Cabinet agreed that we should carry out a review of our engagement approach, which had been adopted in December 2012.
5. In April 2019 the council approved a new vision and set of principles for the council's engagement work, which lays the foundation for how the council will work with residents, businesses, students, volunteers and worshippers across a range of activity. The Cabinet report set out that:
 - a. diversity and capturing the range of voices are key to the new approach, as this is critical to understanding the needs and aspirations of everyone
 - b. Relationship building lies at the core of delivering our vision and the Council will work closely with community organisations to create and nurture these relationships.
6. The three principles adopted were:
 - a. We will put people at the heart of engagement
 - b. We will plan our end to end engagement effectively
 - c. We will deliver meaningful engagement.
7. After the adoption of the vision and principles we worked collaboratively with individuals, community and voluntary organisations and staff to explore how we might deliver these principles and what some of the practices we should embed that will support the whole council meet the expectations set out in our vision and principles. The outcome of this collaboration is captured in the document titled 'Our Approach to Community Engagement'.
8. The approach outlines how the council will engage and consult with people in Southwark. We recognise that through our community sector groups such as faith communities, tenants and residents associations (TRAs), and voluntary sector organisations, considerable engagement takes place from which we benefit through these third parties actively seeking wider view and voice that is shared in our processes to gain insight and intelligence and apply local expertise.
9. In the last report we outlined the benefits of good engagement and these have informed our engagement objectives. However it is not just the council that benefits from good quality engagement individuals, community and voluntary organisations can also grow through the exercise of good practice. Good engagement fosters improved well being and sense of belonging. It builds connections across Southwark's diverse communities, and reduces tensions and conflict, and builds effective and inclusive communities. It supports the creation of confident, skilled, active and influential individuals and communities, and facilitates learning from one another and upskilling of all those involved.

Method and results

10. We held eight workshops in July and August 2019. There were two workshops on each of four different days of the week days, to maximise participation. These were advertised through the existing list of 116 participants, Community Southwark, our TRA network and planning contacts.
11. Each workshops was themed as follows:

- a. Workshop one and two looked at collaboration and building trust and focused on putting people at the heart of our engagement
 - b. Workshop three and four looked at planning our engagement effectively
 - c. Workshop five and six looked at meaningful engagement and inclusion
 - d. Workshop seven and eight looked at the new approach in planning matters.
12. We used a range of tools to develop the discussions. In the first we looked at definitions of co-working and collaboration, explored the ingredients for successful collaboration and what is needed to build trust. In the third and fourth sessions we explored effective planning through case studies of engagement activity to explore what might be appropriate in different circumstances. In workshops six and seven we looked at how we can make engagement meaningful and used personas to take different people on a journey focusing on how we reach and include and feed back to our diverse communities.
 13. The numbers of people who expressed an interest in the workshops increased from 116 in the sessions before April to 258 for the eight held in July and August.
 14. Attendance for each different topic were as follows:
 - a. Workshops one and two 49
 - b. Workshops three and four 25
 - c. Workshops five and six 30
 - d. Workshops seven and eight contributed to the development of the statement of community involvement 85
 15. At each session the majority of people contributing to the discussions were individuals and between 16% and 20% attendees composed of council staff. Community group representation varied considerably across the four sessions as did that of voluntary sector organisations. This made each session a good mix of interests and experience, and brought a range of perspectives to the table to fashion our thoughts on how to best deliver the principles.
 16. In the second and third set of workshops we reflected on the conclusions drawn from the previous set to check back that we had accurately summarised the conclusions and facilitate further refining of the outcome.
 17. Everyone who expressed an interest was sent a copy of the outcomes and notes of what was said at each of the sessions, and invited to send further commentary on the summary of how we would deliver the three core principles. We received one set of comments on the content.
 18. Overall the workshops were well received with one contributor commenting on how we were able to bring the process to life through the personas, and another mentioning how the case studies illustrated well the range of engagement we do.
 19. During the sessions we also talked about improving our digital engagement and how this would support us reach those who may not yet know about opportunities to get involved; this work will be developed over the next few months.
 20. We also paused after each session and discussed how the people around the table could contribute to improving engagement and these discussions will be reflected in the update to the engagement guidance notes.
 21. Community Southwark have been very supportive of our work on developing our approaches providing facilitators for each of our sessions. Their early thoughts are that

the work on vision and principles is very much aligned with their own principles and values and as the work progresses interested in exploring in more detail how they can collaborate more closely and support the delivery of our new approach. In particular their thoughts are that they could support us in a number of ways by doing:

- Research on our behalf
- Research with us
- Supporting people get involved.

KEY ISSUES FOR CONSIDERATION

22. In Southwark community engagement covers a range of tasks including statutory consultations, engagement activities, inclusion work, work to build and strengthen communities, service review and developing and maintaining key partnerships with the community and voluntary sector. This means that the way in which we implement the principles will vary engagement to engagement. The approach to community engagement reflects this complexity, and has avoided a set of prescriptive rules as consequence.
23. The council has produced a booklet which brings together the definition of engagement, describes in more detail asset based community development, and the vision and principles that were agreed at the Cabinet in April. It also explains our engagement objectives, how we will deliver the principles and sets out some case studies which illustrate the different ways of working.
24. These case studies look at the ways of working when doing place based engagement, working with communities, when we need to dig deeply on a particular issue, and working on borough wide strategic issues. They demonstrate examples of collaborative working, building trust, and being proportionate, responsive, timely, inclusive, accessible, and evidenced based.
25. This booklet will be used to explain and publicise the new approach internally and externally. It provides the framework for our future engagement and has outlined a number of key commitments against the principles. It is attached as appendix 1.
26. At the end of March 2019 the first stage of this review identified some key challenges. The new approach has sought to address these in the following ways:

Challenge	Response
Resources invested in engagement within the council	A commitment to providing appropriate resources and planning to ensure our engagement is effective.
Resources invested in the community sector to support community capacity building and engagement	We will work with Community Southwark to look at how we can improve our work with community organisations to build capacity, reflecting asset based community development approaches.
Consistency across the council in the quality of its engagement and culture within the Council	The engagement team will: <ul style="list-style-type: none"> • Provide advice and guidance to teams across the council to support them to develop their engagement plans • Update and publish our engagement toolkit and offer training to Council teams, as well as direct support where engagement is likely to be

Challenge	Response
	<p>more complex</p> <ul style="list-style-type: none"> • Establish an engagement advisory panel involving external partners to review our engagement plans for our more complex or strategic engagement activity, before they are finalised.
Lack of forward planning which leads to less engagement, consultation fatigue, and sense of no influence.	We will develop a forward plan process for engagement to promote better co-ordination and make early engagement easier to plan by end of July 2020

27. We will encourage our partners to adopt practices that mirror our new approach and promote the document widely as an example of good practice.

Policy implications

28. This work should strengthen our ability to deliver a number of policy objectives such as our work with community and voluntary sector through Common Purpose Common Cause framework, and will inform the way in which we work to deliver community engagement across the whole council and develop the architecture we put in place to work with different groups and around different issues, such as those who live in our council homes, faith groups, or on planning matters.
29. This will shape both the development and delivery of a number of key council plan objectives such as the developers' consultation charter, Statement of Community Involvement, review of the way we engage with residents who live in our homes, and balloting of tenants.

Community impact statement

30. The recommendations in this report are based on our close working with members of the community either through their organisations or individually, and has been supported by our key partners who deliver engagement in the borough such as Community Southwark, health watch and the CCG. 258 people have participated in some way with the process of developing our approach.
31. The methodology used has been based around co-production and developing a common understanding of what engagement means and involves. It has been based on methods that support the building of relationships
32. The importance of ensuring that diversity of experience informs our decision making has been placed at the heart of our new approach, as well as making sure that those who participate reflect the diversity of those living, working, worshipping, studying and volunteering in the borough. This has been further strengthened as we have developed our guidance on inclusion, accessibility and equalities within the approach.
33. This will be reflected not only in how we engage and consult on particular issues and in specific places to ensure that our work reflects the needs of the community affected by any decisions we make, but also the way in which we work with different communities to support our reach, and develop relationships that improves our ability to integrate a range of voices in our day to day business; voices such as the faith

communities, young people, older people, LGBTQ+ community, disabled people, people from different Black Minority and Ethnic backgrounds and men and women.

34. The vision of Southwark as a place incorporates a strong vision about working with all our community partners including faith organisations. The Public Sector Equality Duty (PSED) requires public bodies to consider the diverse needs of groups and people when carrying out their day to day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Due regard is about considering the different needs of protected characteristics in relation to the three parts of the duty.
35. This review of our approach to engagement and how we place residents at the heart of our decision making will bring about improvements in our processes to ensure that residents are included in the design of policy, local development and services and the varying needs of our communities and strengthen our capacity to deliver the PSED. This will also include how we will feedback to residents about the outcome of any engagement and how their views have shaped and impacted decisions on what is going to happen as a result.
36. Knowing and understanding our communities is key to effective delivery of council equality and diversity commitments and the PSED. Community engagement and consultation plays an important role in this. An effective equality analysis process starts when scoping a project and engagement plan. A key principle is that both consultation and equality analysis need to be considered at the start of any review, development or project scoping and planning process. Equality analysis informs and is built upon throughout the lifetime of a review/development/project, through to decision making stages and also implementation of decisions.
37. Equality analysis can help to inform an engagement plan so that information about diverse groups and possible questions in the consultation are relevant and appropriate to the area at hand. Information from a consultation exercise can then in turn inform and help build various stages of the equality analysis undertaken.
38. Our approach to engagement will remain one that seeks to widen participation while ensuring that the process is able to adapt to local needs and circumstances. Our approach aims to ensure all diverse groups in our local communities are able to participate and be heard.

Resource implications

39. The work has no resource implications as the new approach will be absorbed into existing work plans.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

40. The report is requesting that Cabinet agree for adoption the new approach to Community Engagement for Southwark Council.
41. The strategic director of finance and governance notes this new approach.

42. Staffing and any other costs connected with these recommendations will be contained within existing departmental revenue budgets.

Director of Law and Democracy

43. There is no specific duty requiring local authorities to establish a general community engagement strategy, but local government legislation over the years has included a number of measures aimed at promoting the involvement and empowerment of communities served by Councils, including the Local Government Act 1999 and the Localism Act 2011. The report identifies the benefits such a strategy bring to the council in carrying out its full range of statutory functions. In that regard section 111 of the Local Government 1972 gives a local authority powers to do “any thing ...which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions”.
44. The council is frequently required by law to engage in consultation processes, e.g. when formulating new or revised policies. It will be important that where particular legal steps need to be followed in any such processes, they are properly considered and included and legal advice obtained at an early stage to assist. Whenever consultation is undertaken by the council, it will always be necessary to ensure that the basis of the consultation is clear, that it engages with the appropriate audience, at a sufficiently early stage in the process with sufficient time given for responses which are then taken into account in any subsequent decision.
45. Under section 149 of the Equality Act 2010, in making this decision the Cabinet must comply with its public equality duty which requires it to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
46. The community impact statement set out in the report and the Equality Impact Analysis prepared identifies relevant matters to be taken into account in discharging that duty.
47. Whilst there is no duty on the council to consult residents in relation to formulating this approach, the report demonstrates how the council has taken account of the views of relevant groups and individuals in the community.
48. The establishment of this approach is an executive function reserved to Cabinet which includes the “approval of policy and procedures governing the Council’s relationship with the voluntary sector”.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Future Approach to Community Engagement Cabinet paper December 2012	Southwark Council, 160 Tooley Street, SE1 2QH	Jessica.leech@southwark.gov.uk
http://moderngov.southwark.gov.uk/ielssueDetails.aspx?IId=50001026&PlanId=0&Opt=3		
Review of the Council's Approach to Community Engagement September 2018	Southwark Council, 160 Tooley Street, SE1 2QH	Jessica.leech@southwark.gov.uk
http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50017721		
Review of the Council's Approach to Community Engagement April 2019 (vision and principles)	Southwark Council, 160 Tooley Street, SE1 2QH	Jessica.leech@southwark.gov.uk
http://moderngov.southwark.gov.uk/documents/s81917/Report%20Review%20of%20the%20Councils%20Approach%20to%20Community%20Engagement.pdf		

APPENDICES

No.	Title
Appendix 1	Approach to Community Engagement
Appendix 2	Equalities Analysis

AUDIT TRAIL

Lead Officer	Kevin Fenton, Strategic Director of Place and Wellbeing	
Report Author	Jessica Leech, Community Engagement Manager	
Version	Final	
Dated	05/09/2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Equalities Officer	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 September 2019

Approach to Community Engagement



Contents

Introduction 01

Vision and Objectives 02

What is Community Engagement and what are our principles? 03

Putting People at the heart of engagement 04

Planning end to end engagement effectively 05

Inclusive and meaningful engagement 06

Community engagement in action - *case studies* 07



Introduction 01



This document outlines how we engage with our diverse communities. It sets out our vision and principles for engagement, provides a definition of community engagement and explains how we talk with – and listen to – our communities. It outlines the ways of working across a range of activity and describes some of the ways we will ensure that we deliver our principles, and illustrates these in action on some recent projects.

This document will underpin how we will deliver our engagement and consultation in a range of areas such as planning, social care and housing. It will support us to meet our legal obligations outlined in the Public Sector equality duty and our duty to consult.

Southwark is a diverse and dynamic borough in the heart of London, with many different communities and people with different lifestyles, interests and needs. Our many stakeholders include government departments and authorities such as health and transport, cultural

institutions and groups, community organisations, voluntary sector organisations, communities of faith, students and volunteers and businesses both large and small as well as those who live and work in the borough. All have a role to play in shaping our places and services and contributing to delivery of equality and fairness for all and meeting our vision for the borough.

We will continuously develop our communication techniques and engagement tools to ensure we are reaching and engaging with all our communities on the issues that matter to them, and listening to people about how they wish to be engaged, and working with voluntary and community organisations and networks to develop stronger connectivity with and between individuals and different communities.



Our Vision and Objectives

02

Our Vision for community engagement

Southwark values the opinion of all those that live, work, worship, study and volunteer in our Borough. We know that our people are our greatest assets and we place consultation and engagement with our whole borough at the centre of everything that we do.

We believe that everyone has an equal and valuable voice, and we work with our communities to ensure that everyone is well-informed about decision making, can have their say and are listened to.

Our approach to consultation and engagement ensures that we build and support the growth of our Borough working hand-in-hand with everyone in our borough.

Our Objectives for community engagement

Number	Objective
1	Create and nurture relationships with people and community organisations and build better connectivity between the council, and voluntary and community organisations and people in Southwark and each other
2	Understand people's experiences of services they use and the neighbourhoods they live in, work in, run a business in, visit and move through and better employ this local intelligence and local expertise to improve people's wellbeing, the quality of our places and the quality of our services.
3	Enable good governance and fair and informed decision making, through building confident, skilled, active and influential communities and a culture of getting involved.

We will ensure that our engagement reflects the diversity of people who live and work in the borough as this is critical to understanding the needs and aspirations of everyone, deliver better services and places and will be one of the ways we are able to deliver a number of key council commitments such as regeneration for all, and placing people at the heart of our decision making.

Relationship building lies at the core of delivering the above and the Council will work closely with community organisations to create and nurture these relationships. Asset based community development approaches will be the foundation of our work with communities.

What is community engagement and what are our principles 03

What is community engagement?

Community engagement is the process of involving people in the decisions that affect their lives.

We have developed, in partnership with individuals and organisations, the following definition for Southwark:

‘Community engagement is the process of working collaboratively with and through groups of people linked by geographic proximity, a community group, a voluntary sector organisation or similar situations to address issues affecting the wellbeing of those people. Community engagement is something that happens every day, in every interaction, at every level, as we all carry out our day to day business. The process of engagement aims to create better relationships and greater trust and an equal exchange of viewpoints both peer to peer and between the council and other participants.

The ways we engage are through research, consultation, involvement, communication, networking, listening, learning, understanding, devolved decision-making, supporting community action, building cohesion and developing long term relationships with different communities; all in ways that ensure that diverse places and people are enabled to fully take part. ‘

Our Principles:

We have agreed a set of principles that will underpin all the engagement activities across the council. Our principles are:

We will put people at the heart of engagement through engagement that is:

- *Built on trust:*
- *Inclusive:*
- *Collaborative:*

We will plan our end to end engagement effectively through practice that is:

- *Reflective:*
- *Timely:*
- *Proportionate:*
- *Evidence based:*

We will deliver meaningful engagement through being:

- *Simple & Accessible:*
- *Clear and informative:*
- *Responsive:*

Putting People at the heart of our engagement 04

The focus of our new approach is about the relationships we build. The foundation stone for this way of working is Asset Based Community Development (ABCD). **Our principles set out that our engagement will put people at its heart and be built on trust, inclusive and collaborative.**

What is Asset Based Community Development?

The four key principles of ABCD are:

1. It focuses on community strengths rather than problems and needs
2. It identifies and makes use of individual and community resources, skills and passions
3. It is driven by the community – ‘building communities from the inside out’
4. It is built on relationships

The ABCD approach emphasises social relationships and works in ways to strengthen and harness networks to support a community to grow. It is based on understanding that relationships build a community and these are made up of citizens not just recipients of services.

We know community leaders can engage others based on trust, influence, and relationship, and people act on certain themes they feel strongly about and we should use these facts to build more engaged communities.

Our ways of working should recognise that one-on-one dialogue or small group conversations are ways of discovering

motivation and invite participation and that asking questions rather than giving answers invites stronger participation.

When we engage we will collaborate with community connectors to engage more broadly and work in ways that strengthens connections and cross-community collaboration. This means that outside of wanting to talk with a community on a particular issue we will build ongoing relationships with key people and groups.



Working Collaboratively

A key way of putting people at the heart of our engagement is through working collaboratively with the people affected by the policy or change we are considering. **We are committed to bring together groups across our communities and work with partners as appropriate.** The way in which we will collaborate in each area of work will vary, and reflect the nature and scope of the project. To collaborate successfully the following practices should be used:

- Setting clear goals, objectives and roles when working together

- Making sure that the right people are part of the collaboration
- Recognising the equal value and the range of expertise of all participants
- A commitment from everyone to see the world from others point of view
- Accepting there will be differences of opinion
- Being open minded about both the problem and the solution
- Regular review to make sure the goals, participants and process are still right



Built on Trust

The council is committed to being transparent, open and honest, making clear the purpose of the engagement and any limitations. In addition we will include the following ways of working to build trust: *demonstrating the human touch and empathy, providing leadership, listening, communicating regularly and clearly, providing the right information, feeding back to explain the impact of involvement, and showing respect, commitment and good will.*



Planning our end to end engagement effectively 05

The quality of each engagement experience has a huge impact on the trust and relationships we have with people in Southwark and the quality of our places and our services.

To provide a consistent standard across the council the community engagement team will

- Provide advice and guidance to teams across the council to support them to develop their engagement plans.
- Establish an engagement advisory panel involving external partners to review our engagement plans for our more complex or strategic engagement activity, before they are finalised.
- Update and publish our engagement toolkit and offer training to Council teams, as well as direct support where engagement is likely to be more complex.
- Encourage teams to develop engagement plans with key voluntary and community partners who will be impacted by any proposal as appropriate.

Below we set out how we will deliver our four key principles for effective engagement, being reflective, timely, proportionate and evidenced based:

Being Reflective - what we will do

We will both reflect internally on what can be improved on an ongoing basis in our approach to consultation and engagement and seek external evaluation of our activity.

How we will do it

1. We will report on our engagement and how it has met these principles in our Cabinet reports. We will start doing this from July 2020.
2. We will produce an annual report on our engagement work with external evaluation of a sample of our key engagement activity. The external evaluation will be completed with the engagement advisory board. Our evaluations will focus on four areas:
 - **Process** – how well was the engagement designed and implemented?
 - **Appropriateness** – was the engagement appropriate and how well did the public and stakeholders accept the process?
 - **Reach** – were the people we reached representative of those affected by the decision?
 - **Outcomes** – were the intended outcomes of the engagement process achieved and how did the engagement affect the outcome?

Being timely - what we will do

We will allow sufficient time and provide sufficient information and background to permit informed decisions and response. Engagement will take place from the earliest possible stages in the process of developing policy, reviewing a service or making plans for our places.

How we will do it

1. We will develop a forward plan process for engagement to promote better co-ordination and make early engagement easier to plan by end of July 2020.
2. Each engagement plan will set out the end to end engagement so that is clear about when people will be able to collaborate with the council, and influence decisions and when they will know how they have had an impact on the project.
3. Engagement will take place at a time when the project is still at a formative stage
4. We will ensure that the length of our engagement period allows sufficient time for people to find out about the opportunity to be involved, consider the issues and take part.
5. The length of time for our engagement will vary for each engagement activity but will be linked to who we need to reach, complexity of the project, and the impact of the issue.

Being proportionate - what we will do

Our strategy for consultation and engagement will be proportionate for the nature of the programme, project, policy or activity that is proposed, providing appropriate resources and planning to ensure our engagement is effective.

How we will do it

To decide the size, length or type of any engagement activity we will consider the following:

1. Who will be affected and who has an interest in the project
2. How we can make sure we reach these people,
3. What are the activities we need to do to encourage participation by these people
4. Set out the level of participation needed to have confidence in the results
5. The size of the project and the scale of the impact
6. Any wider implications for the project, such as the complexity of the issue.

Being evidence based - what we will do

When we engage or consult any proposals will be founded on evidence based approaches.

How we will do it

We will make clear the evidence we are using to form the basis of any proposals or suggested change this will include:

1. Background research both local and national e.g. best practice, population projections
2. Local intelligence, e.g. what we know about service use and service need, what people affected and local organisations have told us

Meaningful engagement and being inclusive 06

To be inclusive we need to both reach people and ensure that the opportunities to take part attract and are user-friendly to the people we want to take part. Below we set out how we will deliver inclusive engagement and our three key principles for meaningful engagement, being simple and accessible, clear and informative, and responsive.

Being inclusive – what we will do



We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change

How we will do it

1. We will develop ongoing relationships with different organisations that are already connected to ‘the seldom heard’ so that we can call on them to foster participation, such as TRAs, faith organisations, Latin American groups
2. We will work with internal and external partners to identify community organisations and individuals and support us improve our reach, such as the local economy team for businesses, Clinical Commissioning Group, and our voluntary sector partners such as Community Southwark, Forum for Equalities and Human Rights, Health watch and Southwark Pensioners Centre
3. We will think about the reasons someone might want to get involved in the project and use this insight to encourage people to take part

4. We will monitor who is responding to our engagement activity so we are able to identify if particular groups are not taking part and adjust our engagement programme to ensure that all relevant points of view contribute to our decision making

Being simple and accessible – what we will do

We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain language and provide materials in a variety of formats to support our varied communities to get involved.



How we will do it

1. When we plan our engagement activity this will be organised based on our understanding of lifestyle and needs of the people we want to reach
2. We will identify who will be affected and who has an interest in the project. We will use this information to decide how we will engage and what are the best tools to make sure that the right people are able to take part e.g. if the audience is older people more of our engagement will be offline; if the audience is people at work we will do more things online and in the evenings or at weekends;
3. Any information we provide will be designed to attract those who will be affected by the project

Equalities

Being inclusive and accessible will support the diversity of people who live and work in the borough get involved. This is critical to understanding the needs and aspirations of everyone, deliver better services and places and will be one of the ways we are able to deliver a number of key council commitments such as regeneration for all, and placing people at the heart of our decision making.

Being inclusive and accessible also contributes to the council meeting its duties under the Public Sector Equality Duty. The council has a duty to find out about and consider the needs of different protected characteristics in relation to our responsibilities to:

1. Eliminate discrimination, harassment and victimisation

2. Advance equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access;
3. Foster good community relations; promote good relations; to be a borough where all feel welcome, included, valued, safe and respected;

The protected characteristics are Age, Sex, Gender Identity and Gender Reassignment, Disability, Race and Ethnicity, Religion or Belief, Sexual orientation, Pregnancy and maternity, Marriage and Civil Partnership and in Southwark, Socio-Economic background.

We will engage in ways that support us gaining the information and intelligence to help us understand the impact for these groups of people. This will help us evaluate the impact of what we may do and propose how this might be mitigated and what positive impact change can also bring, all before we make any decisions and as we shape our proposals.

Being Clear and informative – what we will do



We will provide enough information well explained, to ensure full and meaningful participation.

How we will do it

The information we provide to explain a project will be clear and concise, free of jargon, and provide enough information so that people can make up their minds but not so much that they are overwhelmed.

Being Responsive - what we will do

To create a culture of involvement, build trust and put people at the heart of our engagement those that have taken part need to be able to see how their involvement has made a difference.

We will ensure that there is timely feedback about the outcome of any engagement, evidencing the engagement and how it has been taken into account.

How we will do it

1. Every engagement plan will include how we intend to keep people informed of the decisions we make
2. We will make clear to those taking part how their involvement has had an impact on what is going to happen
3. When we are providing feed back on the result of our engagement we will be simple and accessible and clear and concise
4. Where we have not included suggestions and feed back from people in the final project we will explain why
5. We will provide updates where progress is delayed and timeframes slip and keep people connected to the process and people who have taken part in the engagement will be told where to find any updates.

Community engagement in action some case studies 07

To understand better our approach to engagement, we have provided some recent examples that illustrate the principles in action.



Community Empowerment Programme - *putting people at the heart of our engagement*

The community empowerment programme aims to building stronger, more confident local groups, and more connected communities. It reflects our commitment to a more transparent, multi-way engagement with those who live, work, run businesses and study in Southwark.

By inviting our communities to gather in ward based groups, four times per year, to discuss the issues that affect them at a very local level, these smaller, more informal meetings are designed to allow greater depth of discussion, and provide a safe space where people can feel free to speak up. The wards also come together at two Area Forum meetings per year, where funding decisions can be announced and wider community issues can also be addressed.

This new style of engagement will provide a better insight into how people use the services and relate to their communities, which in turn will help us to deliver Council services, and support those communities, more usefully.

As part of this programme Southwark provides up to £200 from the Democracy Fund to encourage members of the community to develop robust personal links and hold their own public meetings.

In addition we invest in our local communities through the Neighbourhoods Fund that helps to fund many excellent projects delivered by local groups and organisations in the wards, and provides opportunities for local people to develop stronger communities.



Common Purpose, Common Cause – collaborative working

In 2016 the Council agreed a new Voluntary and Community Sector Strategy 2017 -2022. The strategy was co-produced between the Council, Southwark Clinical Commissioning Group, Community Southwark and members of the community and voluntary sector. Over 200 people participated in developing this.

The purpose of the partnership is to support a sustainable confident and resourceful community and voluntary sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents. We have focused on two key strategic objectives in order to achieve our overall vision:

- To improve outcomes for residents that reduces and prevents future demand on high cost, high demand services.
- To sustain and build strong, cohesive communities where no one group or community is left behind.

In five years we said we would

1. Create better partnership working to improve outcomes for residents
2. Improve commissioning and grant giving to focus on outcomes
3. Make better use of community assets to revitalise communities and create preventative places
4. Enable and support more resilient communities that are connected and more resourceful

Over the first two years together we have achieved the following:

We have agreed a new outcomes framework for our commissioning, launched and awarded a new grants programme with longer awards, regularly published a commissioning forward plan and are developing an online grant application and monitoring portal.

We have refreshed our approach to open spaces and adopted a new volunteering strategy.

We have begun a pilot in social prescribing and established a new fund the Pioneer Fund to invest in entrepreneurs and launched the Positive Futures fund to support innovative ways of working with children and young people to avoid harm and exploitation.

We have begun to create Social Regeneration Charters to embed social and health improvements as a key element of our regeneration projects.

We are working together to address inequality in areas such as food poverty, loneliness and improve mental well being.

Community Conversations – *inclusive and accessible*

Community conversations are an important way to reach people who are not part of a formal or informal group. They are a valuable way to make personal contact with Southwark citizens and businesses and involve them in open conversations about a key issue facing the borough. These conversations take place in busy locations across Southwark and are often led by the leader and cabinet members. We have used community conversations to talk to people about things like the future of Housing in Southwark and how we can create a place where people in Southwark can age well.

The most recent example of how we used this approach was to find out how Southwark residents and businesses felt about change in the borough, whether they thought they were benefiting, what mattered most, what made neighbourhoods good places to be and how they would like to be involved in shaping the changes that were happening.

Discussions were held at events like fireworks night, Christmas celebrations, sports centres, libraries, children's centres, shopping centres and in our markets. We visited over 100 community groups, faith based groups, community councils, and Area Housing forums, using the connections and reach of our voluntary and community organisations to harness their networks. We employed targeted activity for groups that were not responding to our initial engagement and imaginative tools such as a world café, a pop up living room and Talkaoke to attract people who would not normally take part, and create more intimate opportunities for discussion. Over 3000 people talked to us during this two month conversation.

This has led to the creation of a new department bringing together planning, regeneration, public health and community and voluntary sector engagement and a new commitment to deliver regeneration for all with plans for social regeneration charters for each of the areas in the borough that will drive improvement in health, well being and social connections in places that are being redeveloped.



Working with communities – *inclusive and collaborative*

Relationships are the driving force of the new approach and we need to continually invest in these to be able to engage well, reach the seldom heard and collaborate with different communities.

Many parts of the council have existing relationships with community groups that they nurture over time which enables us to better understand the impact of our services, find out about how changes might affect communities and develop solutions to local issues. Examples of these are our TRAs, Youth Council, and friends of parks groups, and provider led groups hosted and supported by Community Southwark which brings together voluntary sector groups working in the same field such as those supporting young people or Latin American residents. Many of these are long standing but we continue to build new relationships with communities in the borough.

Recently we have we have begun developing a new relationship with our faith communities. In November 2017 we started a conversation with some church leaders about how we could work better together and the challenges joint working presented.

We worked together to consult with faith organisations to understand how connected they were with each other, the appetite for working more closely with the council and voluntary and community organisations, what were some of barriers to closer working, and their ideas for joint working. This was followed with a series of sessions which explored in more detail how these relationships could be built and what could be done and where we shared a common goal. 97 faith leaders participated.

In March 2019 the Council formally agreed a faith strategy which sets out how we would work with the faith community, and we are currently working on our joint action plan.

In the meantime joint work on improving health and addressing the needs of young people at risk of harm and exploitation has begun.

These connections will greatly improve our ability to reach a range of especially black and ethnic minority communities and understand the needs of very diverse but not often engaged communities. The action plan will help us work closely with a community full of talent, skills, resource, and connections to bring about real change for the people of Southwark.



Complex and Simple Consultations – proportionate and meaningful

Citizen Jury

Some of the things we need to discuss are very complex, nevertheless it is still important that we talk to the people who will be affected by any decisions we make. We need this insight to make good decisions. In these situations we need to work in more creative ways to ensure that engagement is meaningful for those taking part and the feedback meaningful for the decision makers.

One example is when we used a citizen jury model to explore with service users the introduction of shared care records between health and adult social care. We wanted to explore some of the risks and concerns as well as identify what we could put in place to protect clients while taking steps to improve quality of care

Everyone on the jury was selected from those who use adult social care services or their carers and were chosen so that the jury reflected those who used services by age, gender, ethnicity, type of support required e.g. mental health, or physical impairment, making the jury **inclusive**.

The group were supported throughout the process, and discussions were held in small groups to make participation **accessible**. The sessions involved expert witnesses, looking at all sides of the issue and use of testimony from people receiving care, both supporting an **evidence based approach**. The process took place over two and half days, providing enough **time** for everyone to question the witnesses, reflect on the issues, and make sure they **understood** the **information** they received. Following this the group worked on developing and finalising a set of recommendations and voted secretly on each.

There is now a plan in place for Adult Social care to implement all the recommendations and the group were invited back so we could report back what we were going to do to **respond** to their input.

Speed mitigation

Much of the work we do is very straightforward and affects only a clearly defined group of people. Direct communication and engagement with those who will be affected is the most proportionate way of delivering our engagement. Often the choice about how we should address an issue is quite simple. One such example was a road traffic calming project.

Local residents, in contact with councillors, had complained about high speeds and high levels of through-traffic on Athenlay Road, making the road unsafe for residents. This issue was supported by additional evidence. Using this **evidence based approach** we developed two proposals for traffic calming. We did an online survey asking people which proposal they preferred and to provide further comment, and residents were involved in a **timely** way, before any decisions were made. We also asked people to describe any incidents or concerns that they had with the road to support our **evidence base**.

We wrote to all households on Athenlay Road itself and to a 50m section of households on adjacent roads around 200 households in total. Adopting a **proportionate** approach, we did not hold any events as we felt this was a very localised and straightforward issue, and councillors had indicated general support for action. The consultation was open for six weeks and received 49 online responses, as well as a small number by email. Almost 70% of responses expressed a preference for one of the options. This result was put to ward councillors and the responsible Cabinet Member, and the decision was made to go ahead with this intervention. 3 months after the consultation, the results were published on the consultation hub, and residents who had provided an email address were directly informed of the decision, making sure we were **responsive**.



For more information about engaging communities and consultation please contact the team on community.engagement@southwark.gov.uk or look on the source for information and advice <http://thesource/tools-and-resources/>



Equality and health analysis guidance and template

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	- Approach to Community Engagement
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Equality analysis author	Jessica Leech				
Strategic Director:	Kevin Fenton				
Department	Place and Well Being	Division	Community and Voluntary Sector Engagement		
Period analysis undertaken	July 2019				
Date of review (if applicable)	December 2019				
Sign-off		Position		Date	

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

1.1 Brief description of policy/decision/business plan

Cabinet in September 2018 requested a review of our Approach to Community Engagement. At the first stage of this process we developed, in partnership with residents, community groups and voluntary sector through a series of workshops, a vision and set of principles for our approach to community engagement. This was adopted in April 2019

Both our vision and the principles identify diversity as a key part of our proposals.

Our vision

Includes the following statement:

We believe that everyone has an equal and valuable voice, and we work with our communities to ensure that everyone is well-informed about decision making, can have their say and are listened to.

In particular the principles set out:

We will ensure that our engagement reflects the diversity of people who live and work in the borough as this is critical to understanding the needs and aspirations of everyone, deliver better services and places and will be one of the ways we are able to deliver a number of key council commitments such as regeneration for all, and placing people at the heart of our decision making.

In addition of the 10 principles one is about being *inclusive* and another being *simple and accessible*.

This report identifies the things we will do to bring life to the principles and sets out a series of commitments we make on how we will deliver these.

Once adopted we will produce a comprehensive guide and toolkit that will help staff to deliver our new approach.

Our review of the former EA based on the more recent work to develop the approach has required few changes in our analysis.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	All council departments, residents and businesses in Southwark and those that work, study and volunteer in the borough
Key stakeholders were/are involved in this policy/decision/business plan	Council officers across departments, voluntary sector organisations, community groups and residents

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>Positive impact Our engagement faces a number of challenges across different age ranges. In particular there is poor participation from young people (under 24), but also people under 45. These groups form a significant part of the population in the borough.</p> <p>The ambition of this policy is to bring to the fore that it is not just numbers of people engaging that matters but we must ensure that a range of voices and perspectives are listened to when shaping policy and services.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change</p> <p>Using asset based community development approaches and collaborative working should support the fostering of good relations between persons who share a relevant protected characteristic and persons who do not share it.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
<p>Experience via use of the consultation hub and Southwark Conversation and local population data. Feedback from the workshops.</p> <p>Over 40% of the Southwark population consists of those aged 20 to 39, compared to 34% in the rest of London and only 8% of the population of Southwark is aged over 65.</p> <p>Both the Southwark Conversation and the Kaizen report identified digital engagement as a means to improve participation. In planning the move to digital has increase the pool of participants from 2000 to 7000 in a relatively short period of time.</p>	
Mitigating actions to be taken	
<p>Through the next phase of our engagement we need to look at the tools we use in our approaches in particular developing digital means (attractive to younger people), how our materials and outreach are targeted to reach these different audiences.</p> <p>In particular the needs of older people will also need to be considered as more traditional mechanisms for engagement may be more likely to result in participation from this group, and we must ensure that through addressing the needs of younger people we do not leave others behind. This will be achieved through using a range of means to connect with our different communities.</p> <p>We will be working through the ageing well work 2019- 2020 with older people as well as developing mechanisms for older people's insight through a new grant to an older people's reference group. Both should strengthen our engagement with older people.</p> <p>We will continue the work in the department of developing the youth voice for Southwark young people through the youth council.</p> <p>We are currently working on a digital engagement strategy using the digital feedback from our workshops and looking at internal needs.</p>	

<p>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.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact Again there is a challenge for engagement with people who are disabled even when targeting people directly as service users.</p> <p>The new approach places the onus on the council to find the means to reach and include this group of residents that form a significant minority in the borough.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p> <p>Using asset based community development approaches and collaborative working should support the fostering of good relations between persons who share a relevant protected characteristic and persons who do not share it.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>It is estimated that almost 47,600 adults in Southwark experience a common mental disorder (CMD), which comprises different types of depression and anxiety, and this is expected to rise to approximately 52,000 individuals over the next decade as our population grows.</p> <p>Severe mental illness refers to psychotic conditions such as schizophrenia and bipolar affective disorder, which affects 1.2% of Southwark residents (4,000 people), compared to</p>	

<p>1.1% in London. The prevalence of SMI increases with age among both men and women, peaking among those in their fifties. In contrast to the estimated prevalence of common mental disorders, the number of men diagnosed with SMI in Southwark is greater than women across each age group up to 70.</p> <p>In Southwark, approximately 1% of the GP registered population have three or more chronic conditions, equivalent to over 3,500 patients. The large majority of people with multiple long term conditions in Southwark are aged over 50 and more than half of people with multiple LTCs are aged 70 and over.</p> <p>In the 2011 census about 13.5% of residents reported a long term condition that limited them this includes those with physical and mental disability as well as illness..</p>	
<p>Mitigating actions to be taken</p>	
<p>Through the next phase of our engagement we need to look at the tools we use in our approaches, in particular working through our community and voluntary and statutory partners may work well. Accessibility is also a key especially thinking about venues, and materials and type of engagement activity.</p> <p>As part of our work on Tideway' we are action testing asset based community development approaches; one of the areas of focus will be resident well being and improving mental health. Lessons learnt from this approach will be mainstreamed across all the work we do.</p> <p>There is a need to strengthen our links to organisations locally that offer support to and campaign on behalf of people with a range of disabilities and working with Community Southwark and CCG should also help achieve this.</p>	

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)
<p>Any consultation process that is particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.</p> <p>Sometimes a more targeted approach will be needed for specific groups around gender identity and Transgender. We will work closely with the Southwark LGBTQI Network and LGBTQI staff support network as helpful ways forward for consultation and engagement.</p>	
Equality information on which above analysis is based.	Health data on which above analysis is based
<p>ONS estimates that Southwark has the second largest gay or lesbian population in London at 5%. Lambeth has the highest.</p>	
Mitigating actions to be taken	
<p>We will need to work with the LBGTQ+ community to improve our understanding and reach of this community.</p> <p>With Healthwatch, the Local LBGTQ+ network have made a set of recommendations on how to improve life across a number of areas for this community and we are beginning to work with them in order to support their work.</p>	

<p>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.)</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Any consultation process that is particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	

<p>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.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Any consultation process that is particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	

<p>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</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact: By creating vision and set of principles that places diversity at the centre of what we do this should improve our reach to a range of BAME communities. Working closely with organisations such as community southwark and faith communities, as outlined in our recently adopted faith strategy, embedded in our approach should also improve our reach to BAME communities.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p> <p>How we deliver our principles which will be developed in the next phase of our work to build</p>	

our approaches, will continue to focus on how we are inclusive and accessible, and place diversity at the heart of what we do..	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Census 2011 Information: 54.2%: White Ethnic backgrounds, which includes 39.7% from White British backgrounds and 12.4% from White Other Ethnic backgrounds.</p> <p>45.8%: BAME backgrounds, which includes 26.9% from Black African and Caribbean backgrounds; 9.4% from Asian backgrounds; 6.2% from Mixed ethnic backgrounds and 3.3% from Other Ethnic backgrounds.</p> <p>Ward profile data also demonstrates where many communities are located and the wide ranging diversity of the borough.</p>	
Mitigating actions to be taken	
<p>Currently we are working to develop the capacity of the Latin American community and supporting their better integration with the work of the council. Our work with faith organisations should also support our reach with BAME communities. For some people from Black, Asian and Minority Ethnic backgrounds, religion is integral to their ethnicity and not separate from it.</p> <p>This has important implications for services developed and provided. This also has important implications for promoting good relations.</p> <p>Further work on inclusivity principle and equalities as we develop a toolkit/guidance for teams across the council.</p>	

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>Positive impact.</p> <p>Southwark is home to over 400¹faith organisations and many of these groups play an active role in their communities, and in particular refugee and new migrant communities are supported through their places of worship. Faith groups have a key role to play in reaching some of our harder to reach communities.</p> <p>We have recently developed a faith strategy which supports the delivery of our vision and principles.</p> <p>In particular the following principle is relevant to this protected group:</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p> <p>Working with faith organisations in the ways outlined in the faith strategy will greatly improve the connectivity of people of faith in shaping the services provided by the council.</p> <p>Working more closely with faith organisations will improve the variety of mechanisms of delivery improving take up and support for people of faith who live in the borough.</p> <p>Bringing faith organisations together to discuss areas of common concern and encouraging collaborative working with the wider community and voluntary sector and other faith organisations will strengthen social integration and community resilience.</p>	
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Census data 2011</p> <p>This identified the following belief make up of the borough:</p> <p>52.54% Christian; 1.35% Buddhist; 1.27% Hindu; 0.35% Jewish; 8.52% Muslim; 0.23% Sikh; 0.47% other religion; 26.74% no religion; 8.54% did not say.</p>	

¹ The number of faith organisations in the Borough can only be speculative as there is no licensing of faith groups, and smaller and newer congregations do not always have permanent or obvious premises and may be visible only to their own followers and networks.

Mitigating actions to be taken	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>In most consultations women are more likely to respond than men although most achieve reasonable parity.</p> <p>Involvement of men on some issues can be challenging.</p> <p>Two relevant principles are: Simple & Accessible: We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities get involved.</p> <p>And</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change.</p>	
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Experience of running consultations.</p> <p>Census 2011 data: Female: 50.5% Male: 49.5%</p>	

Mitigating actions to be taken	
<p>Although on some issues men can be hard to reach the next phase of the work on our approaches should identify how we can reach some of the harder to reach men. Many of our voluntary sector organisations already deliver services in imaginative settings and we should explore how we can make best use of these activities to reach out.</p> <p>Our sessions on faith have also demonstrated that many of our faith leaders are men and working with faith organisations also provides a useful pathway to reach this group.</p> <p>Our tool kit and guidance note that is being developed to accompany the new approach as a resource for engagement planning will provide advice and guidance on reach and inclusion.</p>	

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)
<p>Positive impact. Southwark has a large LBGTQ+ community, and their voice and perspective is important when shaping our policies and developing strategies for the borough.</p> <p>In particular the following principle is relevant:</p> <p>Inclusive: We will work with businesses, and those that work, live, worship, study and volunteer in Southwark. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change. One of the strands for consideration as we develop the approaches in the next phase will be how to ensure that we use engagement to integrate and better deliver our obligations under the Public Sector Equality Duty (PSED) and ensure that when we consult with the public that participants reflect the diversity of the people who live and work in the borough.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
<p>Mitigating actions to be taken</p> <p>One of our strands of work in the division is working with the LBGTQ+ network facilitated by Community Southwark. This work should ensure that there is better engagement of this community in shaping decisions about the future of southwark and their needs and aspirations are met. Previous work has already highlighted concerns about housing and care for older LBGTQ+ residents and the closure of LBGTQ+ safe venues. Public health is also working this year to improve the take up of sexual health services among the BAME LBGTQ+ community. This supports the delivery of our new vision and principles.</p> <p>Further work on inclusivity principle and equalities as part of the next phase of engagement approach development and information in the guidance notes and tool kit should support the council reach and engage this community.</p>	
<p>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.</p> <p>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.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>Positive impact</p> <p>Based on the feedback from those that attended the workshops and discussions at the Forum for Equalities Human Rights and Southwark Voice. It is clear that some of the most vulnerable in our communities feel that they have no voice and decisions are made that impact them without being able to influence those decisions.</p> <p>The development of this vision and the principles seeks to address these concerns. In particular an asset based approach to engagement should strengthen the participation and involvement of people experiencing socio-economic disadvantage, as should a stronger connectivity with community and voluntary sector organisations close to residents.</p> <p>Current work being undertaken to review our resident involvement in housing will also help contribute to this area.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
Mitigating actions to be taken	
<p>When developing the approaches we will need to ensure that consideration is given to how we engage with and involve residents experiencing socio-economic disadvantage.</p> <p>The development of Social regeneration charters and the great estates programme, and work in the resident involvement review should also strengthen our work to address socio-economic disadvantage.</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

Neither positive nor negative impact.

Information on which above analysis is based

Mitigating actions to be taken

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	Further developing inclusive practice	Produce a guidance note for officers	By January 2020
2			
3			
4			

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

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

Item No. 15.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Extension of the Interserve Facilities Management Contract	
Ward(s) or groups affected:		None	
Cabinet Member:		Councillor Kieron Williams, Housing Management and Modernisation	

FOREWORD – COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION

The management of the council's operational estate is currently delivered through a combination of two large external contracts and a mixed model of in-house service delivery across our many buildings. In January 2018 the council agreed to take forward a new approach when these contracts come up for renewal, bring more services in house and procuring a single contract for externally delivered services. To support that decision, this report proposes a 14 month extension of the council's Interserve facilities management contract. This will allow further time to plan to bring some services in house and will also allow both external contracts to end at the same time so the new single contract for externally delivered services can have a single start date.

RECOMMENDATIONS

1. That Cabinet approves the variation to extend the term of the consolidated facilities management (FM) contract with Interserve (Facilities Management) Limited (Interserve FM) for a period of up to 14 months, from 1 February 2020 to 31 March 2021, at an estimated total cost of £11.2m.
2. That Cabinet notes that from the start date 1 February 2013 to 31 March 2021 the estimated total contract value will be £63m.
3. That Cabinet notes that a break clause will be sought as part of the variation to allow for an earlier end to the contract as further detailed in paragraph 10.

BACKGROUND INFORMATION

4. Following a competitive procurement exercise using the Government Procurement Service (GPS) RM798 Framework Agreement, Interserve FM were awarded a contract to provide consolidated facilities management services for the council's headquarters at 160 Tooley Street and other council properties under the contract in October 2012. The initial contract period was for five years, from 1 February 2013 to 31 January 2018, with the option to extend for a further two years until 31 January 2020, this option has been implemented. This report seeks to obtain approval to extend the contract for a further fourteen months to co-terminate the services alongside the Hard FM contract and to allow Corporate Facilities Management (CFM) to conclude the procurement process for the new facilities management contracts, with an estimated start date of 1 April 2021.

5. The current contract provides the following hard and soft services; planned preventative building maintenance, reactive building repairs, compliance to meet statutory regulation, cleaning, security, vending, inter-site mail and pest control to 52 sites; soft FM support to an additional 49 buildings and works projects as required.
6. Whilst the current contract was let with services initially to Tooley Street, the contract allowed additional buildings and services to be added as well as additional project spend; all of which have been approved by earlier gateway 3 reports. From a single property at contract commencement date the contract now provides hard and soft services to 101 properties across the operational estate. Each variation has resulted in increasing the total number of operational buildings included in the contract for the provision of hard and/or soft services. This has resulted in a current spend from 1 February 2013 to 31 March 2019 of £44 million.
7. The contract is split in to fixed costs with the provision for additional works above the threshold of £1,000, reactive works and ad-hoc and temporary ongoing security services. The fixed costs include mechanical and electrical planned preventative maintenance, cleaning, pest control and security.

KEY ISSUES FOR CONSIDERATION

Strategy Overview

8. The nature of the proposed variation is to extend the contract for a period of fourteen months whilst Corporate Facilities Management (CFM) concludes the re-procurement and mobilisation of the new FM contracts. The revised completion date will therefore be latest 31 March 2021.
9. The estimated value of this proposed variation is £11.2m, which, combined with the projected contract spend of £51.8m from 1 February 2013 to 31 January 2020 is estimated to be £63m.
10. The extension is detailed as fourteen months however this is very much up to fourteen months, all reasonable steps will be taken to complete the procurement process and award by January 2021. In the current contract a break clause is included which will allow the council to terminate the agreement (if required) on six months' notice without termination payments being payable. We will enter discussion with the provider to reduce this term, if the re-procurement is delivered earlier than the 31 March 2021.
11. The nature of the services for this additional period will remain the same as those listed in paragraph 5.
12. The reason for seeking a fourteen-month extension is to allow sufficient time to complete the procurement process and to mobilise the new facilities management contracts, estimated to start 1 April 2021.
13. CFM plan to co-terminate this contract with the hard FM contract, currently provided by Kier. This will ensure a smooth transition from the current suppliers to the successful suppliers. Approval to extend the current Kier contract to 31 March 2021 is being sought through a separate Gateway 3 approval.

14. The incumbent providers will have the opportunity to bid for the new contracts as they have both been awarded a place on the Crown Commercial Services (CCS) Framework Agreement (that will be used to re-procure the facilities management contracts). If either of the incumbent providers are successful, there will still be a requirement for the current contracts to co-terminate as CFM are changing their delivery model, by bringing some of their services in house, and by having a separate contract for hard FM and for soft FM.
15. The contract with Interserve is a NEC3 form of contract. It is designed to encourage both the council and the contractor to work in partnership and overcome any difficulties prior to resorting to the contract performance schedules. Early warning notices and risk reduction meetings are used to resolve perceived difficulties in the first instance. This process is available to both sides and is working reasonably well.
16. The contract has a performance management framework including penalty related key performance indicators (KPIs) and contract escalation procedures should the contractor fail to deliver.
17. The current performance of Interserve FM is satisfactory and improving with KPI performance overall currently at 14 of the 19 KPI targets being fully met. Work is ongoing to improve performance.
18. Interserve is required to comply with the requirements of the contract's agreed performance mechanism regime which is:
 - To respond in accordance with the prioritisation of reported service performance failures.
 - To operate procedures and systems to record information in support of performance monitoring and to enable regular robust performance reporting.
 - To monitor the performance of the service and produce monthly performance reports for the employer.

Future proposals for this service

19. Options and timeline for the procurement and delivery of the new facilities management contracts was included in a separate GW1 report, which included bringing the help desk, pest control and some cleaning services back in-house was approved by Cabinet in December 2018. The recommendations for contract award will be presented to Cabinet via a GW2 report in September 2020, and subject to approval, the new contracts are estimated to commence 31 March 2021.

Alternative options considered

20. Do Nothing. This service has to continue therefore this is not an option as the services provided by the contractor are required to ensure statutory property compliance and required levels of property service.
21. Let a New Contract. The market would not be interested in a short term contract of up to 14 months.

22. Extension of Existing Contract. As this is a short term extension of a maximum of 14 months and is to allow the procurement of the new service to be completed then there were no alternative options which were considered appropriate.

Identified risks for the variation

23. Corporate facilities management are aware of the well publicised financial position that Interserve faced over the last financial year. During this period CFM management put in place additional monitoring and checks. Following their re-financing CFM have found no additional evidence to suggest that Interserve will not have the ability to fulfil this extension but will continue to monitor performance and meet regularly with the account director. A medium risk rating is considered reasonable.

Risk No.	Risk Identified	Risk level	Mitigation
R1	Procurement process for CFM 2020 is delayed	Medium	CFM will control and monitor the process throughout.
R2	Interserve FM cease trading	Medium	1. Use of early warning mechanisms in NEC3 contract, which is applicable to both parties. 2. Contract monitoring. 3. Crown Commercial Services (CCS) would be available to assist the council by novating these services to another supplier on the framework. 4. Credit check carried out on 01/08/19 confirmed current status as secure (scoring 89 out of 100) 5. Regular meetings with Head of CFM and Account Director to monitor identified risk.
R3	Key performance indicators (KPI) performance declines	Medium	Regular monitoring by CFM contracts team.
R4	Extension of the contract challenged	Low	The extension of this contract to allow the conclusion of the procurement for a new contract is allowable under Regulation 72 of the Public Contract Regulations. There is a clear procurement process underway.

Policy implications

24. A key element of the corporate plan that the FM strategy supports is 'transforming public services'. This requires sound resource management of the council's property assets, how they are utilised and their effective and efficient procurement and delivery of FM services are integral to the sound management of the council's property assets.
25. The medium term resources strategy aligns financial priorities with the management of assets and the associated resources with which the council delivers its services. A modern FM service platform and an informed CFM client

function will significantly support the council's medium and long term objectives providing flexibility and opportunities for efficiency savings.

26. The theme of 'valuing the environment' will be increasingly supported through the delivery of an improved FM service delivery platform and effective strategic management of FM. Supported policies include 'Southwark Cleaner Safer' and the 'Sustainable Community Strategy'. Other key corporate objectives are indirectly supported through improving working environments, improving customer facilities and enabling more effective service delivery.

Contract management and monitoring

27. The Head of CFM will continue to be the responsible person for the contract as the service manager. This is supported by the contract management team, technical team, and workplace teams as per paragraph 27.
28. The existing management and monitoring that CFM currently have in place includes:
- Monitoring budget spend and compiling monthly spend profile reports
 - Checking invoices for accuracy
 - Providing robust single point of contact for end users
 - Proactively responding to complaint and service improvement requests
 - Monthly contractor performance monitoring meetings, six monthly service reviews and the annual performance review
 - Ensuring contractor monthly reports are received in a timely manner.
29. After the award of the new contract the existing contract would continue to be monitored as appropriate, managing the exit strategy and handover of information as appropriate.
30. Performance of the contract will continue to be measured and reported by means of a suite of key performance indicators (KPIs) covering management of the contract and customer services as well as both hard and soft FM service delivery.
31. CFM conduct regular site inspections and visits in order to measure and monitor the quality of the service provided and feedback from end users is actively sought.
32. As the estimated value exceeds the relevant EU threshold, CFM will prepare a six-monthly monitoring report to the relevant DCRB.
33. As the contract also relates to a strategic procurement, CFM will prepare an annual monitoring report to CCRB.

Community impact statement

34. This contract has a direct impact on the occupants of all the buildings covered by this contract, as well as all council staff, service users Southwark residents, visitors and the council's elected members.

35. It will continue to provide a healthy and safe working environment which will seek to ensure that no elements of the council's equality agenda are negatively impacted.

Social value considerations

36. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the wellbeing of the local area can be secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

Economic considerations

37. Within the contract, Interserve FM has employed three apprentices. All three have now completed their apprenticeship and have been offered permanent roles on the contract. The finance apprentice has since moved onto another organisation and the two building services/maintenance apprentices have recently completed their final year and have chosen to continue to work for Interserve FM.
38. The apprentices attend college one day a week and the remainder of their week is spent gaining knowledge within Tooley Street and the wider estate, working with the static and mobile engineering team to ensure that they are able to demonstrate the skills learnt in the classroom. Interserve FM work closely with the college and apprenticeship schemes meeting frequently with the training officers to review progress and support where needed.
39. The Interserve FM team in Southwark were supported by a graduate between September 2016 and February 2017. They engaged in supporting a KPI review, asset verification, planning PPM tasks, updating their computer aided facilities management (CAFM) system and working with contractors to collate the safe system of work documentation.

Social considerations

40. The contract was tendered on the basis that London Living Wage (LLW) would apply to all contractor staff that work on the contract both directly employed by the contractor and sub contracted to them. A specific LLW service delivery plan was included in the quality evaluation and Interserve FM's commitment to LLW was confirmed through the clarification process both in terms of price and scope. The contractor has continued to undertake ongoing LLW monitoring and reporting arrangements.
41. The council can exclude companies who break the law by blacklisting or have not put into place genuine actions concerning past black listing activities. The council can require "self-cleaning" which enables a potential contractor to show that it has or will take measures to put right its earlier wrongdoing and to prevent them from re-occurring and to provide evidence that the measures taken by the economic operator are sufficient to demonstrate it has:
- "owned up": clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities.

- “cleaned up”: taken concrete technical, organisational and personal measures that are appropriate to prevent further criminal offences or misconduct, and
- “paid up”: paid or undertaken to pay compensation in respect of any damage caused.

42. The council has requested the necessary information from Interserve and they have confirmed that they are not in breach of the requirements under Regulations 3(1) of the Employment Relations Act 1999 (Blacklisting) Regulations 2010. The contract conditions also include a condition requiring compliance with legislation (including the Blacklisting Regulations).

Environmental/sustainability considerations

43. Interserve (FM) are required to provide services that support, and do not compromise, the Southwark green building targets, sustainability policy and Fairtrade status.

Finance implications

44. The contract will continue to be funded from existing CFM and departmental budgets and therefore there are no new financial implications arising from the proposed variation to extend the term of the contract for a period of fourteen months to 31 March 2021 as the existing contract will be maintained as is.

45. As noted at paragraph 26 to 32 CFM existing management and monitoring arrangements will remain in place, including specifically:

- Monitoring budget spend and compiling monthly spend profiles, and
- Checking invoicing for accuracy.

46. Based on current activity, the total estimated expenditure over the proposed extension is £11.2m being based on the 2018-19 actual spend figures for the year adjusted for an estimate of inflation.

47. The total forecast contract value up to 31 January 2020 is £51.8m which when combined with the estimated contract extension cost of £11.2m will bring the total estimated contract value at 31 March 2021 to £63m.

48. The contract has a fixed lump sum price Cost Stream 1 (CS1). There are additional cost streams for above and outside of contract spend, these are:

Cost Stream 2A (CS2A) - works above the financial threshold limit (FTL) of £1000

Cost Stream 2B (CS2B) - works outside of the contract scope

Cost Stream 2B (CS2S) – all ad hoc security works/requests

Cost Stream 2C (CS2C) – projects and task orders

The council's anticipated annual expenditure for all cost streams is £9.6m, as detailed below:

- CS 1 £5.7m
- CS 2A £0.2m
- CS 2B £0.3m
- CS 2BS £1.0m
- CS 2C £2.4M

Total £9.6M

Legal implications

49. Please refer to paragraph 56.

Consultation

50. All internal departmental stakeholders have been consulted.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

51. The report seeks the approval of Cabinet approval to extend the term of the consolidated facilities management (FM) contract with Interserve (Facilities Management) Limited. The variation of the contract is for a period of up to 14 months from 1 February 2020 to 31 March 2021, at an estimated total cost of £11.2m. The existing contract started on 1 February 2013 and with the extension would last until 31 March 2021 and would have an estimated total contract value of £63m.
52. The report sets out in paragraphs 8-16 the background to the extension and the current performance of the contract is set out in paragraphs 17 and 18. The employment of apprenticeships is covered in paragraphs 36 and 37.
53. The report details the contract management and monitoring of the contract in paragraphs 26-32. Paragraph 39 confirms that the contract pays London Living Wage (LLW), whilst blacklisting is dealt with in paragraphs 40 and 41.

Director of Law and Democracy

54. This report seeks the Cabinet's approval to the contract extension for the FM contract with Interserve for a period of up to 14 months, as further detailed in paragraphs 1-3. As the value of the extension is a Strategic Procurement (exceeding £4m) then the decision is reserved to Cabinet, after consideration of the report by CCRB.
55. The original appointment was subject to the full application of the EU procurement regulations, and therefore it is necessary to ensure that any variation or extension to that appointment is permitted under those regulations. Regulation 72 of the Public Contract Regulations 2015 permits modifications to be made to contracts during their term in certain circumstances. This includes at Regulation 72(1)(e) where the modification(irrespective of its value) is not substantial. Having considered the circumstances noted at Regulation 72(8), which notes those modifications which are considered substantial, it is considered that the contract can be extended for this short period under this provision to allow the procurement for this service to be completed. This report sets out at paragraphs 12-14 the reasons and justification for this extension.
56. The Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster

good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, relation, religion or belief, sex and sexual orientation, The duty also applies to marriage and civil partnership but only in relation to (a). The Cabinet is specifically referred to the community impact statement at paragraphs 33-34, setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report.

57. Contract Standing Order 2.3 requires that no steps are taken to vary a contract unless the expenditure involved has been approved. Paragraphs 43-47 confirm the financial implications of this variation.

Strategic Director of Finance and Governance

58. This report requires comment from the Strategic Director of Finance and Governance due to its value being above relevant European Union thresholds. As the report sets out, the proposed contract extension will be funded from existing departmental budgets within Housing and Modernisation, principally those relating to Corporate Facilities Management. Departmental intentions with regard to the management and procurement of future FM contracts are noted, and are factored into the relevant budget monitoring exercises.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None	N/A	N/A

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Housing Management and Modernisation	
Lead Officer	Paul Symington, Head of Corporate Facilities Management	
Report Author	Maureen McBain, Head of CFM Business Strategy	
Version	Final	
Dated	17 September 2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 September 2019

Item No. 17.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Housing Delivery Test Action Plan for submission	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Johnson Situ, Growth, Development and Planning	

FOREWORD – COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR GROWTH, DEVELOPMENT AND PLANNING

Southwark is a fantastic place to live, with high attaining schools, award winning libraries, record number of green flags and more people in work in the borough than ever before. However we also know that Southwark is no exception to the housing crisis across the capital, the over 10,000 people on our housing waiting list highlights the importance of our pledge to build 11,000 new council homes in the borough over the next 30 years. Southwark Council also has strong track record of building new affordable homes with one of the highest in London and the country. The council's commitment to a minimum of 35% genuinely affordable housing reaffirms our pledge to use every tool at our disposal to respond to the housing crisis.

This report highlights our plan to do just that, our ambition is to lead the way in London, providing good quality genuinely affordable homes, and a mix of sizes and types ensuring our borough continues to be a place to belong and thrive.

The Housing Delivery Test Action Plan (HDTAP) sets out the context of Southwark and what we are already working on or have planned to increase our housing supply. We are a very proactive borough and the delivery of housing is one of our main priorities as identified within the Council Plan commitments.

In addition to the actions Southwark Council are taking, we know to truly address the housing crisis we will need the government to further unlock a new wave of affordable house building at scale. So to coincide with this report Southwark Council will be writing to the Ministry of Housing, Communities and Local Government to request their plan to support local authorities in our commitment to respond to the housing crisis.

RECOMMENDATIONS

1. That cabinet agree the Housing Delivery Test Action Plan attached at Appendix A for publication.

BACKGROUND INFORMATION

Background to Housing Delivery Test Action Plan

2. Southwark Council is a top performing borough for providing social rented housing and other housing tenures. Since 2004 we have permitted 41,350 homes and 21,777 of

those have been built. 25% of them have been social rented, providing 2,480 social rented homes for people in Southwark. We are the only borough who asks for social rented housing and our commitment to delivering affordable housing for our residents is what motivates us daily. We are building 11,000 new council homes and leading the way to deliver many more for the people who need it most.

3. The Council is absolutely committed to responding to the housing crisis. This is why we are using every tool available to increase the supply of all kinds of homes and to continue revitalising neighbourhoods and deliver the homes, jobs and public spaces that the borough needs.
4. As per the London Plan (2016) and as set out in Appendix A, Southwark has the second highest housing target after Tower Hamlets. The borough is expected to accommodate an additional 27,360 homes (or 2,736 per annum) by 2025. This represents a significant housing requirement that the borough is dedicated to meet through the various programmes and initiatives that are currently being undertaken, through the new actions identified in this document and by proactively engaging with the relevant stakeholders responsible for housing delivery. Out of the 33 London boroughs including the City of London, Southwark is the twenty-fourth largest borough in London by size with the second highest housing target. This is compounded by very few available large vacant sites to be developed; therefore housing delivery needs to be met on small and constricted development sites, making housing delivery and meeting the housing target more challenging.
5. Our ambition is to lead the way in London in providing good quality genuinely affordable homes for those on all income levels, and a mix of sizes and types to meet a range of needs. Southwark has an ambitious target of delivering 11,000 new council homes, making this one of the biggest programmes of council house building in the country. In all housing schemes coming forward we require at 35% affordable housing to be provided and we are one of the few boroughs that specifically require social rented housing.
6. The Ministry of Housing, Communities and Local Government introduced the Housing Delivery Test (HDT) in November 2018 as a mechanism to monitor housing delivery locally. The HDT is a percentage measurement that compares the number of net new homes delivered over the previous three years against the authority's net housing requirement.
7. Where housing delivery over the previous three years has been less than 95% of the requirement, MHCLG requires Local Planning Authorities (LPAs) to prepare an action plan setting out the cause of under delivery and the intended actions to increase delivery.
8. The results of the HDT were published in February 2019. Between 2015-2018 Southwark delivered 4,771 homes against the target of 5,941 homes, which is 80% against the target and as such Southwark is required to produce a Housing Delivery Test Action Plan (HDTAP) to identify issues and formulate actions to overcome these issues and increase the delivery of new homes.
9. Accordingly a Housing Delivery Test Action Plan has been prepared and is attached at Appendix A.

10. As this is a new requirement, three workshops were hosted by the Planning Advisory Service for LPA officers. These workshops provided advice and guidance on preparing the Housing Delivery Test Action Plan (HDTAP) which have informed the Action Plan at Appendix A.

KEY ISSUES FOR CONSIDERATION

11. The HDTAP sets out the context of Southwark and what we are already working on or have planned to increase our housing supply. We are a very proactive borough and the delivery of housing is one of our main priorities as identified within the Council Plan commitments.
12. The New Homes Delivery Programme, the Housing Strategy refresh and the preparation of the New Southwark Plan and the Old Kent Road Area Action Plan, as well as the other adopted area action plans, set out ambitious targets for home delivery in the borough and demonstrate that we are being proactive in our approach to boost the delivery of new homes.
13. Evidence gathering from a wide range of sources and consultation with colleagues and key stakeholders involved in the planning and housing delivery process have been undertaken to understand the potential influencing factors and obstacles to housing delivery. This information has been considered alongside direct knowledge of local sites, land and development capacity through working with developers and the GLA. This work has revealed the key issues and barriers to the delivery of new homes that Southwark faces. These are identified in the Action Plan and include:
 1. Site specific issues e.g. design and heritage.
 2. Planning process and planning obligations issues e.g. affordable housing.
 3. Finance and infrastructure e.g. lack of funds to support infrastructure, development costs.
 4. Resources e.g. skills and labour availability.
14. With consideration of the issues identified; the HDTAP sets out actions to encourage the delivery of new homes. These actions include initiatives and programmes we are currently progressing. The actions are themed as such:
 - Continue to increase housing delivery
 - Development Plan documents
 - Sufficient sites available
 - Consultation and obtaining feedback
 - Resources, staff retention and staff training
 - Housing delivery monitoring
 - Working with the Government, LPAs and other stakeholders
 - Improve the quality of planning applications
 - Review and streamline the planning process
 - Alternative delivery models and opportunities
15. We will monitor the Action Plan and update annually following the publication of the Housing Delivery Test data in November each year.

NEXT STEPS

16. The HDTAP will be presented to the Delivery Programme Board at the next meeting on 10 September 2019. Following Cabinet on 17 September 2019 and subject to approval, the HDTAP will be sent to the Planning Advisory Service and MHCLG for their records.
17. The Action Plan will be monitored every six months and annually there will be a detailed review following the publication of the results from MHCLG in November annually. This review will consider how the actions are progressing and whether they have been achieved. Ultimately, the success of the action plan will be determined by the increase in the delivery of new homes.

Community impact statement/Equalities impact statement

18. The Public Sector Equality Duty (PSED) contained in Section 149 (1) of the Equality Act 2010 imposes a duty on public authorities (including the Council) to have, in the exercise of their functions, due regard to three “needs” which are central to the aims of the Act
 - a) The need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
 - b) The need to advance equality of opportunity between persons sharing a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:
 - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low
 - c) The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to tackle prejudice and promote understanding.
19. The protected characteristics are: race, age, gender reassignment, pregnancy and maternity, disability, sexual orientation, religion or belief, sex, marriage and civil partnership.
20. An Equalities Statement has been prepared and is attached at Appendix B.

Financial implications

21. There are no immediate resource implications arising from this report.
22. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

23. The delivery of housing in the country is considered a matter of national importance. In response to this, the Government introduced the Housing Delivery Test which enables them to monitor more closely the performance of Local Authorities in the context of the delivery of new homes. Paragraph 4 of the report refers to the shortfall in delivery which has taken place within Southwark between 2015 and 2018. As a result, the Council is required to produce a Housing Delivery Test Action Plan which sets out a variety of ways in which the Council is endeavoring to improve on the supply of new homes.
24. There no direct legal implications arising from the recommendations contained in this report. An equalities impact statement has been prepared and it is noted that the Council is seeking to ensure that identified housing needs are met.

Strategic Director of Finance and Governance

25. The report is requesting the Cabinet to agree the Housing Delivery Test Action Plan attached at Appendix A for publication.
26. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.
27. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Plan 2018/19-2021/22		planningpolicy@southwark.gov.uk
https://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		

APPENDICES

No.	Title
Appendix A	Housing Delivery Test Action Plan
Appendix B	Equalities Statement

AUDIT TRAIL

Lead Officer	Simon Bevan, Director of Planning	
Report Author	Emma-Lisa Shiells, Team Leader, Planning Policy	
Version	Final	
Dated	6 September 2019	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Departmental Finance Manager	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 September 2019

London Borough of Southwark

Housing Delivery Test Action Plan

(August, 2019)



Content

1. Introduction	1
2. What is Southwark's strategy for delivering new homes?	3
3. Housing approvals and completions in Southwark	5
4. Understanding the key issues and barriers	7
5. What will Southwark do to improve delivery?	9
6. Monitoring and performance	17

Appendices

Appendix 1 – Total net housing approvals in Southwark in the last fifteen financial years

Appendix 2 – Total net housing completions in Southwark in the last fifteen financial years

Appendix 3 – Social and intermediate housing product types presented in Appendix 1 and Appendix 2

Appendix 4 – Annual average housing supply monitoring targets 2015-2025

List of tables

Table 1: Housing Delivery Test results Southwark

Table 2: Percentage of net housing completions by boroughs against the London Plan target

Table 3: Key issues and barriers to delivery

Table 4: Actions

Abbreviations

HA – Housing Association

HDT – Housing Delivery Test

HDTAP - Housing Delivery Test Action Plan

HRA – Housing and Revenue Account

GLA – Greater London Authority

LDD – London Development Database

LPA – Local Planning Authority

MHCLG - Ministry of Housing, Communities and Local Government

NPPF – National Planning Policy Framework

NSP - New Southwark Plan

OA – Opportunity area

OKRAAP - Old Kent Road Area Action Plan

OKR – Old Kent Road

SCI – Statement of Community Involvement

1. Introduction

- 1.1 Southwark Council is a top performing borough for providing social rented housing and other housing tenures. Since 2004 we have permitted 41,350 homes and 21,777 of those have been built. 25% of them have been social rented providing 2,480 social rented homes for people in Southwark. We are the only borough who ask for social rented housing and our commitment to delivering affordable housing for our residents is what motivates us daily. We are building 11,000 new council homes and leading the way to deliver many more for the people who need it most.
- 1.2 The Ministry of Housing, Communities and Local Government (MHCLG) introduced the Housing Delivery Test (HDT) in November, 2018 as a mechanism to monitor housing delivery locally. The HDT is a percentage measurement that compares the number of net new homes delivered over the previous three years against the authority's net housing requirement. The method of calculating the HDT requirement is set out in the Housing Delivery Test Measurement rule book.
- 1.3 Where housing delivery over the previous three years has been less than 95% of the requirement, the Local Planning Authorities (LPAs) should prepare an action plan setting out the cause of under delivery and the intended actions to increase delivery.
- 1.4 The results of the HDT were published in February, 2019. Table 1 below sets out the HDT results for Southwark. Between 2015-2018 Southwark delivered 4,771 homes against the target of 5,941 homes. In 2016/2017 Southwark delivered 2,520 homes, exceeding the requirement of 2,155 homes by 365 homes. Housing delivery is at 80% against the target. Even though this is one of the highest delivery of homes by any Council Southwark is required to produce an Action Plan and add a 20% buffer onto the five year land supply to address the under delivery.

Table 1: Housing Delivery Test results for Southwark

Year	Housing Delivery Test Requirement (MHCLG)	LBS delivery figures as per the Housing Delivery Test (MHCLG)	LBS net delivery figure from London Development Database
2015/2016	1,630	1,436	-
2016/2017	2,155	2,520	-
2017/2018	2,156	816	-
2018/2019	-	-	2,520
Total	5,941	4,771	7,291*

*this figure includes LBS delivery as per the Housing Delivery Test from 2015-2018 and LBS delivery as per the LDD from 2018/19.

Source: Housing Delivery Test: 2018 measurement published on 19th February 2019 (<https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>)

- 1.5 Southwark has consistently approved a significant amount of net dwellings through the planning system over the last fifteen financial years, which on average is equivalent to 2,757 net dwellings per year. Notwithstanding this, approving a significant number of

homes does not mean all of these homes are delivered. Approvals and completions within a given year should not be compared as the figures relate to different schemes, the delivery of the approved schemes do not come forward at the same rate.

- 1.6 Completions data for financial year 2018/2019 shows that Southwark council has delivered 2,520 net new dwellings in total (as set out in **Appendix 2**). This represents a significant and positive contribution to the housing stock and housing delivery in the borough.
- 1.7 It can be noted from the **Table 1** that housing delivery has slowed down in financial year 2017/2018, but evidence from 2018/2019 shows that Southwark has successfully recovered from this delivering a significant amount of housing contributing to the Council's priority of building new homes and tackling the housing crisis.
- 1.8 The Action Plan is intended to be a practical document, to help review Southwark's approach to housing delivery. The action plan identifies issues and barriers to housing delivery, and responds with an action on how this can be overcome to increase delivery.
- 1.9 In addition to issues and barriers, this document sets out the context of Southwark and how we are being proactive to boost our housing delivery through a range of council-wide strategies and initiatives.
- 1.10 This document is intended to assist in delivering the strategic objectives of the Development Plan in meeting the current housing target of 2,736 net dwellings per year as per the London Plan. It also supports the delivery of Southwark's Housing Strategy, New Homes Delivery Programme and the Council Plan commitments.
- 1.11 This is Southwark Council's first action plan, and is to be monitored and updated annually as required following the publication of the Housing Delivery Test (HDT) data each November.

2. What is Southwark's strategy for delivering new homes?

- 2.1 The Council is absolutely committed to responding to the housing crisis. This is why we are using every tool available to increase the supply of all kinds of homes and to continue revitalising neighbourhoods and deliver the homes, jobs and public spaces that the borough needs.
- 2.2 As per the London Plan (2016) and as set out in Appendix 3, Southwark has the second highest housing target after Tower Hamlets. The borough is expected to accommodate an additional 27,360 homes (or 2,736 per annum) by 2025. This represents a significant housing requirement that the borough is dedicated to meet through the various programmes and initiatives that are currently being undertaken, through the new actions identified in this document and by proactively engaging with the relevant stakeholders responsible for housing delivery.
- 2.3 Out of the 33 London boroughs including the City of London, Southwark is the 24th largest borough in London by size. This is compounded by very few available large vacant sites to be developed; therefore housing delivery needs to be met on small and constricted development sites making housing delivery and meeting the housing target more challenging.
- 2.4 Our ambition is to lead the way in London in providing good quality genuinely affordable homes for those on all income levels, and a mix of sizes and types to meet a range of needs. Southwark has an ambitious target of delivering 11,000 new council homes making this one of the biggest programmes of council house building in the country. In all housing schemes coming forward we require at 35% affordable housing to be provided.
- 2.5 We have been working closely together with colleagues within the Council and members, with the Greater London Authority (GLA), LPAs, Housing Associations (HA), residents, business and other stakeholders in changing our approach. The feedback from these collaborations informed our strategy to prepare a more prescriptive, detailed and positive guide to welcome and manage change in the borough in form of updating our development plan and producing supplementary planning documents.
- 2.6 Our current development plan comprises of the Saved Southwark Plan policies (2007) and the Core Strategy (2011) and Area Action Plans. The Area Action Plans comprise of Canada Water Area Action Plan, Peckham and Nunhead Area Action Plan and Aylesbury Area Action Plan. These Area Action Plans plan for around 10,000 homes.
- 2.7 To provide an up-to-date framework and guide for new developments to deliver the urgently needed housing and jobs the last couple of years we have been working on the New Southwark Plan (NSP). The NSP is to be submitted to the Secretary of State in autumn, with the aim for it to be adopted in March, 2020.
- 2.8 The NSP sets out how future regeneration in the borough will be delivered, and how Southwark will answer to the pressing need for housing through identifying sites for development, as well as through estate infill and regeneration.

- 2.9 Southwark Council has made a commitment to deliver 11,000 new homes in Southwark by 2043, with 2,500 to be delivered by 2022. To achieve this, we have established a New Homes Delivery Programme. Through extensive cross-departmental collaboration, including working closely with planning, and carrying out research the Council has assessed a number of sites across the borough for housing capacity, of which a significant number of homes have already been approved and delivered, with other proposals in the pipeline.
- 2.10 Southwark benefits from four opportunity areas (OA), which have significant capacity for development, growth, and potentially improved public transport access. The four OAs are Canada Water; Elephant and Castle; London Bridge, Borough and Bankside and Old Kent Road and they are essential in delivering Southwark's housing strategy. Significant growth and contribution to the housing delivery is expected from these areas, with several schemes already in the pipeline awaiting delivery.
- 2.11 In addition to the preparation of the NSP, we are also in the process of preparing the Old Kent Road Area Action Plan (OKRAAP). Two rounds of public consultation have been undertaken and is planned to be adopted in October, 2020. This document sets out a planning and regeneration strategy, and an area specific vision on how the new homes, jobs, infrastructure and open spaces will be provided within the OKR.
- 2.12 The OKR has an identified capacity of 20,000 new homes and 10,000 new jobs over the next 20 years. So far 192 dwellings have been built, 505 dwellings are under construction and over 5,000 have been approved with a S106 agreement secured or awaiting S106 agreement. A significant number of homes are subject to live planning applications. A number of pre-application advice requests have been submitted which have the potential to deliver a significant of number of homes.
- 2.13 The development coming forward within the Old Kent Road Action Area will be phased based on the commitment and delivery of the Bakerloo Line extension. It is anticipated around 9,500 homes will be committed in Phase 1 (2018-2023) alongside enhancements to the existing public transport network prior to the confirmation of the Transport and Works Act Order for Bakerloo Line extension. The remaining 10,500 will be committed for Phase 2 (2023-2027) and will be subject to agreement between Southwark Council, the Greater London Authority and Transport for London relating to the status of transport improvements.

3. Housing approvals and completions in Southwark

- 3.1 Figures discussed in this section of the Action Plan have been obtained from the London Development Database (LDD), and can be found in the Appendices section of this document, unless otherwise stated.
- 3.2 **Appendix 1** shows how many new homes, covering self-contained and non conventional housing, have been approved in Southwark through the planning system over the past 15 years in net terms and tenure breakdown. It can be concluded that Southwark has consistently approved a high number of dwellings, approving 41,350 dwellings in the last fifteen financial years, which is the equivalent to 2,757 dwellings each year on average.
- 3.3 **Appendix 2** shows how many new homes, including self-contained and non-conventional housing, have been completed in Southwark over the past 15 years, in net terms and tenure breakdown. Over the last fifteen financial years Southwark has delivered 21,777 dwellings which is a significant contribution to the housing stock in Southwark. Apart from financial year 2017/2018, in the latest years a significant increase in delivery can be observed, especially in financial years 2016/2017 and 2018/2019, with the delivery of 2,423 and 2,520 dwellings.
- 3.4 Whilst approvals and completions within a given year should not be compared, as the figures relate to different schemes, it can be noted that Southwark has consistently delivered a significant amount of net dwellings over the last fifteen financial years. However the approval of schemes does not necessarily mean they are delivered. This action plan seeks to identify the root causes of this, and identify delivery issues in the borough and how these can potentially be overcome.
- 3.5 **Appendix 4** shows the total number of homes that the London boroughs, LDDC and the cities of London and Westminster need to deliver by the end of the plan period to meet London's anticipated housing need. Southwark has the second highest housing requirement in London for the 2015-2025 plan period. It is important to note that the London Plan (2016) targets for Southwark are higher than the targets set out in the HDT. The HDT target calculation method is set out in the HDT Measurement Rule book.
- 3.6 **Table 2** below sets out the percentage of net housing completions by boroughs against the London Plan target. It can be concluded that in 2014/2015 Southwark has met and exceeded the London Plan target together with 21 other boroughs, delivering 101% of the required target. In 2015/2016 the London Plan targets changed, and increased by 1/3 for Southwark. Only 14 boroughs out of 35 have met or exceeded the target, with Southwark delivering 55% of the requirement. In 2016/2017 Southwark has delivered a significant amount of net dwellings, which equates to 91% of the required target.
- 3.7 The figures within **Appendix 2** and the GLA's AMR **Table 2** vary due to the reporting system, from which the figures are derived, being run at different times by the respective authorities.
- 3.8 At this point we are unavailable to report on the 2017/2018 delivery, as the London Plan annual monitoring report is not yet available and it will be published at the end of summer 2019.

Table 2: Percentage of net housing completions by boroughs against the London Plan target

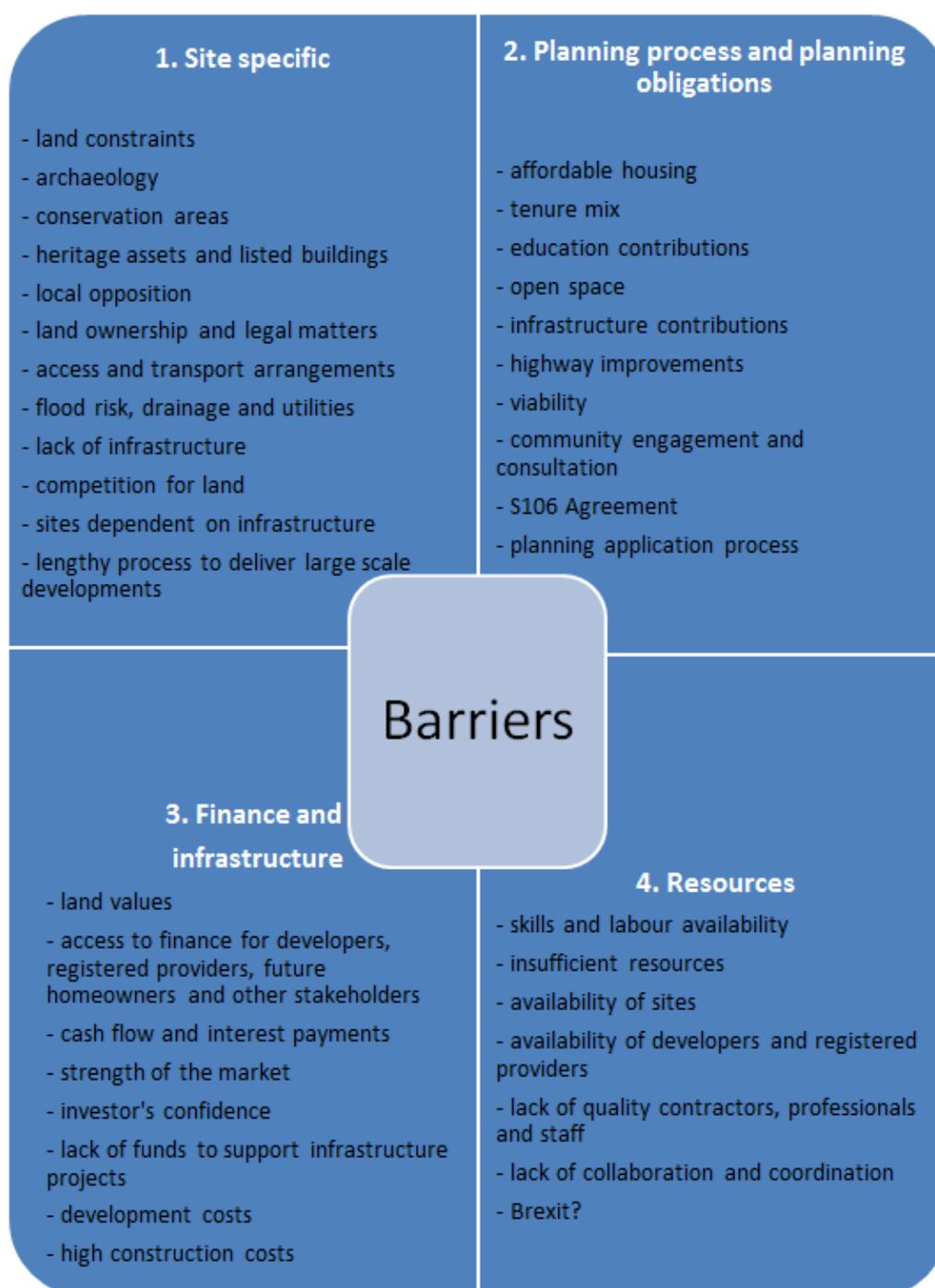
	Borough	London Plan target 2014/2015	% of target (2014/2015)	London Plan target 2015/2016	% of target (2015/2016)	London Plan target 2016/2017	% of target (2016/2017)
1	Barking and Dagenham	1064	53	1236	41	1236	46
2	Barnet	2254	48	2349	78	2349	97
3	Bexley	337	225	446	-22	446	163
4	Brent	1065	157	1525	95	1525	194
5	Bromley	501	72	641	119	641	153
6	Camden	665	233	889	150	889	155
7	City of London	109	211	141	52	141	-73
8	Croydon	1332	99	1435	128	1435	199
9	Ealing	890	52	1297	125	1297	108
10	Enfield	559	111	798	49	798	147
11	Greenwich	2594	58	2685	65	2685	86
12	Hackney	1158	142	1599	116	1599	81
13	Hammersmith and F	614	249	1031	25	1031	101
14	Haringey	820	41	1502	32	1502	52
15	Harrow	352	110	593	61	593	113
16	Havering	972	72	1170	133	1170	45
17	Hillingdon	423	221	559	178	559	141
18	Hounslow	474	260	822	72	822	147
19	Islington	1172	71	1264	155	1264	114
20	Kensington and Chelsea	584	156	733	16	733	44
21	Kingston upon Thames	374	163	643	57	643	35
22	Lambeth	1197	173	1559	180	1559	73
23	Lewisham	1105	118	1385	104	1385	149
24	London	32210	101	42388	91	42388	107
25	London Legacy DC	N/A	N/A	1471	89	1471	15
26	Merton	318	147	411	170	411	91
27	Newham	2501	100	1994	83	1994	113
28	Redbridge	759	35	1123	47	1123	54
29	Richmond upon Thames	245	135	315	173	315	136
30	Southwark	2005	101	2736	55	2736	91
31	Sutton	211	248	363	71	363	229
32	Tower Hamlets	2887	30	3931	73	3931	128
33	Waltham Forest	761	90	862	102	862	114
34	Wandsworth	1143	96	1812	173	1812	153
35	Westminster	770	138	1068	86	1068	142

Source: London Plan Annual Monitoring Reports 12, 13 and 14

4. Understanding the key issues and barriers

4.1 We have gathered evidence from a wide range of sources and views from colleagues and key stakeholders involved in the planning and housing delivery process in order to understand the potential influencing factors and obstacles to housing delivery. This information has been considered alongside direct knowledge of local sites, land and development capacity through working with developers and the GLA. The identified key issues and barriers are set out in **Table 3** below.

Table 3: Key issues and barriers to delivery



4.2 The issues and barriers presented in **Table 3** are expanded on below:

1. Site specific

- **Brownfield sites in high value areas**, such as inner London are almost never unoccupied but, on the contrary, are occupied by people who have leases that often have several years to run. So the typical major/strategic application is made by the prospective developer some years before the expiry of these leases to safeguard their ability to get vacant possession in due course.
- **Buying and selling land**: undeveloped sites being in private ownership as an investment can lead to a delay in delivery as owners wait for the value to increase or obtain planning permission to develop the land and then sell it at a profit. This can delay and prevent housing delivery.
- **Reliance on a number large strategic sites and growth areas** that take a long time to be developed.
- **Competition for land** results in high land prices.

2. Planning process and planning obligations

- **Community engagement and consultation** helps generate interest and input to planning decisions, but can also raise inappropriate expectations amongst consultees which can cause delays for both developers and consultees.
- **Agreeing developer contributions** to affordable housing and infrastructure can delay delivery.
- **Strong local opposition** and a default position to object can cause delays for housing delivery.
- **Better quality applications**, detailed pre-application advice, consultation responses on time and more resources are needed to assess planning applications.
- **Compulsory Purchase Order and Judicial Review** procedures are lengthy processes, preventing developments to come forward in an efficient and timely manner.

3. Finance and infrastructure

- **Larger sites are often built out much more slowly**, as they are often reliant on new services and infrastructure before the new development.
- **Lack of funding** to deliver infrastructure.
- **Awaiting wider infrastructure delivery.**

4. Resources

- **Funding cuts** from central government lead to pressures in how LPAs provide services.
- **Housing delivery is dependant on the supply of materials** and skilled professionals of which there is a shortage.
- **Better collaboration and coordination** is needed between LPAs, Housing Associations, developers and the GLA.
- **Inefficient back office and data management system** delays processing and determining applications.

5. What will Southwark do to improve delivery?

5.1 Set out below are the practical and proactive measures, actions and initiatives we are working on to increase the delivery of homes in the borough:

Refreshing Southwark's Housing Strategy to 2043

5.2 Southwark Council has made a commitment to increase a supply of all kinds of homes across Southwark through one of the most ambitious council house building programmes in the country. The aim is to deliver 11,000 new council homes by 2043. This will be achieved through engagement and working in partnership with various stakeholders and departments within the Council; and by unlocking a number of housing sites in key locations across Southwark such as Canada Water and Old Kent Road.

5.1 The Council's long term housing strategy and commitment of increasing the housing supply is set out in the Southwark's Housing Strategy to 2043, this is currently undergoing an update and it is to be published by the end of 2019. The update will be informed by the input from various divisions within the Council responsible for housing delivery and through a large workshop that took place on 27th June 2019 and attended by a number of council officers, developers, residents, Housing Associations, Registered Providers and other stakeholders. The discussions in this event helped to inform the issues and barriers set out in **Table 3** and at **Paragraph 4.2**.

5.2 The New Homes Delivery Programme work forms part of this commitment, as the aim is to deliver 2,500 council dwellings by 2022. The team has assessed a number of sites across the borough for housing capacity, of which a significant number of homes have already been approved and delivered and a number are coming forward.

Statement of Community Involvement

5.3 The SCI is being updated and will be out to consultation in the autumn, 2019. The purpose of the SCI is to contain detailed information regarding the consultation required during the planning application and development plan-making process. The SCI sets out how and when the council will involve the community in:

- The development of planning policy and guidance documents; and
- Applications for development proposals submitted to the council for planning permission.

5.4 The updated SCI will ensure residents are formally consulted on planning applications and policy documents; it will also encourage the use of digital consultation.

5.5 The SCI will also include a development consultation charter details of which are set out below.

Draft Development Consultation Charter

5.6 The Draft Development Consultation Charter was approved at Cabinet on the 30th April 2019 and a consultation plan and a consultation summary are now required for the

validation of pre-application advice requests and planning applications. The charter also sets out the minimum consultation requirements to be carried out by developers for major and strategic developments.

5.7 The Council working together with the developers and residents from early stages of a development will hopefully result in a better understanding of the planning process and local concerns, and better quality of applications. The Development Consultation Charter is expected to be out to consultation with the SCI.

Old Kent Road

Old Kent Road website

5.8 A website has been set up to keep residents, businesses and stakeholders up to date on what is happening on the Old Kent Road in terms of plans for the area, proposed developments and live planning applications, consultation events happening and events on at 231 Old Kent Road.

5.9 The website is used as a platform to promote the Old Kent Road so people are informed on what is going on in their area and ensure people can have a say.

231 Old Kent Road

5.10 231 Old Kent Road is a community space on the Old Kent Road where local residents, businesses and community groups can share ideas and get involved in shaping the development of the Old Kent Road over the next 20 years.

5.11 It is a place where people who live and work nearby can come and see the latest plans and talk to us about the regeneration programme. It can also be used as a venue for exhibitions and events and to provide space for community groups to hold their own meetings.

5.12 Having this space keeps people up to date and also gives them the opportunity to have a say on the development coming forward in the area.

Plan X

5.13 This tool is a digital planning guide offering a single point of entry to the planning process. It will pull relevant data, policies and guidance for users to test their proposals, speeding up the pre-application and planning application process. It is anticipated to go live by 2020, and at this stage it would be for minor and householder applications. At a later stage Plan X will be developed further to include larger applications which will hopefully speed up the process as some tasks are automated. This should free up officer time to focus on other work including, boosting the delivery of homes.

Delivery Programme Board meetings

5.14 The Delivery Programme Board meetings occur every two months to discuss housing matters and housing delivery within the borough. Attendees include strategic directors, directors, heads of services and managers within the council who are responsible for housing delivery. The HDTAP will be presented to the Board on 10th September 2019.

5.15 The Delivery Programme Board is a forum where actions can be discussed and monitored and any recommendations for additional actions can be explored to understand their potential on boosting housing delivery.

Summary

5.16 We have a number of programmes and initiatives that are currently being undertaken as identified above. We set out a number of actions at **Table 4** that have been informed by these programmes and initiatives. Other actions are set out that have been informed by research undertaken and discussions internally. The actions, timeframes and responsibility for delivery are set out below. Some of the actions set out in **Table 4** can be subject to change, as the Housing Strategy Refresh is yet to be presented at Cabinet in December, 2019.

Table 4: Actions

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
Continue to increase housing delivery	1	Southwark Council has a commitment of delivering 11,000 new council homes by 2043. Southwark Housing Strategy to 2043 sets out the long term plan how this is going to be achieved which is currently being updated.	To deliver 11,000 new council homes by 2043	Cross-departmental
	2	New Homes Delivery team carry out a borough wide capacity exercise to identify sites that have the capacity of delivering housing.	To deliver 2,500 new homes by 2022	Planning division; Development Delivery; Housing and Modernisation
	3	Preparing and maintaining the HRA Business Plan to provide both short and long-term projections for the HRA revenue and capital, and to indicate the affordability of spend on our own stock and the delivery of the new build homes target.	Ongoing	Resident Services division
	4	Partnering with HAs and developers, and utilising the development capacity of the HAs sector to assist in delivering new council homes through SRPP (Southwark Regeneration Partnership Programme).	Ongoing	Finance & governance department Regeneration division
	5	Using section 106 agreements to build new homes to meet a variety of needs and incomes in order to fund the programme.	Ongoing	Regeneration division

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	6	Expanding existing council housing delivery programmes e.g. hidden homes.	Ongoing	New Homes division
Development Plan documents	7	Preparing evidence base documents (Background Papers, studies etc.).	To accompany the Submission of the New Southwark Plan in autumn, 2019	Planning Policy
	8	Adoption of the New Southwark Plan.	March, 2020	Planning Policy
	9	Old Kent Road Opportunity Area Framework/Area Action Plan preparation and adoption.	October, 2020	Planning Policy; Old Kent Road Regeneration
Sufficient sites available	10	Update the Five and Fifteen Year Housing Land Supply document.	To accompany the Submission of the New Southwark Plan at the end of 2019	Planning Policy; Development Management;
	11	Identifying sites for new council homes on our own land and housing estates, and exploring opportunities for infill development, land re designation and intensification, freeing up land working with landowners, and buying up stalled sites.	Ongoing	New Homes division

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	12	Work jointly with HAs and other London councils to identify land and sites, and the necessary resources to build affordable homes.	Ongoing	New Homes division
	13	Identify resources to buy land and sites to build social rented homes by developing a strategy (and carry out options appraisal) to explore borrowing against the HRA and bidding for future grants to build the 5,000 council homes during 2030-2043.	By December, 2019	Council wide
	14	Unlocking new sites for house-building and help deliver a large number of new homes in the areas identified in our four Area Action Plans.	Ongoing	Planning division
Consultation and obtaining feedback	15	Update the Statement of Community Involvement.	Autumn, 2019	Planning Division; Community and Voluntary Sector Engagement Division
	16	The feedback obtained from Community Engagement and Planning Workshops to inform policy and planning documents.	Ongoing	Planning Policy; Development Management; Community and Voluntary Sector Engagement Division
	17	Engage with Members, residents, developers and other stakeholders to improve the quality of the applications and fast stream the planning decision making process.	Ongoing	Planning Policy; Development Management

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	18	Refreshing Southwark's Housing Strategy to 2043 – Workshop.	Autumn, 2019	Cross-departmental
	19	Continue to operate the community space at 231 Old Kent Road to promote regeneration in the area.	Ongoing	Planning Division
Resources, staff retention and staff training	20	Graduate recruitment programme.	Ongoing	Planning Division
	21	Apprenticeships programme.	Ongoing	Planning Division
	22	Investment in current staff training.	Ongoing	Council wide
	23	Development Management monthly training.	Ongoing	Planning division
Housing delivery monitoring	24	Review and upload eligible approved planning permissions to the LDD.	Monthly	Planning Policy
	25	Carry out checks of development that have started on site or completed for the LDD.	Annually	Planning Policy
	26	Comprehensive website update of all our housing figures from 2004-2019.	Website to be updated in autumn, 2019	Planning Policy
	27	Working with the GLA and other boroughs on LDD Automation Project.	Ongoing	Planning Policy; Development Management officers; GLA
Working with the Government, LPAs and other stakeholders	28	Explore and establish new ways of delivering services, through establishing partnerships, cross-departmental working and by modernising the way we work together.	Ongoing	Council wide

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	29	Continue to build relationships, share ideas and good practice with stakeholders, GLA, LPAs, residents, local businesses and employers, charities and community organisations, local NHS trusts and others.	Ongoing	Council wide
Improve the quality of planning applications	30	Produce clear and relatively prescriptive supplementary planning documents.	Ongoing	Planning division
	31	Setting out clear requirements about what is expected from developers in terms of consultation both at pre application and planning application stage.	Draft Development Consultation Charter approved on the 30th April 2019; final version by early 2020	Planning division
Review and streamline the planning process	32	Develop Plan X online digital planning tool to speed up the planning application process.	Plan X to go live by 2020	Planning division
	33	Replace the back office and document management system to increase efficiency and minimise officer time spent on administrative tasks.	Uniform to go live by August 2019	Planning division
	34	Revise and shorten report templates to increase efficiency and minimise officer time spent on administrative tasks.	As part of the back office system replacement by August 2019	Planning division

What is the issue that we want to address?		How are we going to address this issue?	By when are we going to address this issue?	Who is going to be responsible for this?
Issue (what)	Action	Action to be taken (how)	Timeframe to deliver action (when)	Responsible lead officers/departments (who)
	35	Affordable housing digital project - working to understand the requirements for a digital service in order to monitor the ongoing provision of affordable homes. We have finished the research phase and are hoping to begin development in the next month.	Begin development in September 2019	Planning division
	36	Viability digital project - working to leverage the greater availability of data and digital technology, in order to secure greater number of affordable homes via the better evaluation of development viability.	To be confirmed	Planning division
Alternative delivery models and opportunities	37	Investigate other building options such as modular or off site builds.	Long term plan	Council wide
	38	Investigate how the Council can support developers of small sites.	Long term plan	Council wide

N.B. Some of the actions set out in **Table 4** can be subject to change, as the Housing Strategy Refresh is yet to be presented at Cabinet in December, 2019.

Monitoring and performance

- 6.1 The success of this Action Plan will be evaluated through the impacts that will occur with housing delivery.
- 6.2 We will continue to undertake the monthly recordings approvals on the LDD as per the GLA's requirement, and the annual completions check to review housing delivery. This information is, and will continue to be, shared with colleagues and teams within the Council.
- 6.3 Throughout the course of the year, we will liaise with the lead officers and departments responsible for the actions to monitor their progress. A full review of the Action Plan will occur annually as required when the HDT results are published, to consider additional actions or amendments, and to update the plan with new initiatives.

Appendices

Appendix 1 – Total net housing approvals in Southwark in the last fifteen financial years

Financial Year (1 Apr - 31 Mar)	Housing Total	Market Total	Affordable Housing						
			Affordable Housing total	Social Rent	Affordable Rent as per the NPPF definition	Other Intermediate	London Living Rent	Discounted Market Rent	Discounted Market Sale
2004 - 2005	3832	2367	1465	791	NA	674	NA	NA	NA
2005 - 2006	2499	1467	1032	776	NA	256	NA	NA	NA
2006 - 2007	2980	1689	1291	541	NA	750	NA	NA	NA
2007 - 2008	3053	2067	986	517	NA	463	6	NA	NA
2008 - 2009	3175	2371	804	384	35	385	NA	NA	NA
2009 - 2010	1808	1127	681	438	NA	243	NA	NA	NA
2010 - 2011	3083	2109	974	505	140	329	NA	NA	NA
2011 - 2012	2128	2082	46	-163	46	163	NA	NA	NA
2012 - 2013	3366	3299	67	-425	146	346	NA	NA	NA
2013 - 2014	4023	3579	444	56	19	369	NA	NA	NA
2014 - 2015	3183	2544	639	215	85	339	NA	NA	NA
2015 - 2016	2213	2542	-329	-912	5	578	NA	NA	NA
2016 - 2017	1598	1188	410	295	NA	115	NA	NA	NA
2017 - 2018	1832	1216	616	307	58	194	NA	NA	57
2018 – 2019	2577	1779	798	426	13	145	53	161	NA
Total	41350	31426	9924	3751	547	5349	59	161	57

Appendix 2 – Total net housing completions in Southwark in the last fifteen financial years

Financial Year (1 Apr - 31 Mar)	Housing total	Market total	Affordable Housing			
			Affordable total as per the NPF definition	Social Rent	Affordable Rent	Intermediate
2004 - 2005	1227	1066	161	50	NA	111
2005 - 2006	1394	1116	278	69	NA	209
2006 - 2007	1958	1223	735	330	NA	405
2007 - 2008	1249	713	536	63	NA	473
2008 - 2009	1041	742	299	159	NA	140
2009 - 2010	1333	633	700	421	NA	279
2010 - 2011	1391	832	559	146	NA	413
2011 - 2012	1084	491	593	459	NA	134
2012 - 2013	1065	577	488	326	NA	162
2013 - 2014	1669	1186	483	299	24	160
2014 - 2015	1216	1107	109	-121	61	169
2015 - 2016	1389	1269	120	-166	132	154
2016 - 2017	2423	1871	552	371	22	159
2017 - 2018	818	635	183	89	15	79
2018 - 2019	2520	2173	347	-15	45	317
total	21777	15634	6143	2480	299	3364

The affordable housing products stated within **Appendix 1** and **Appendix 2** are set out in Appendix 3.

The schemes presented below are some of Southwark's larger schemes that have had homes demolished over the years and in some cases have resulted in a net loss of social homes as presented in **Appendix 1** and **Appendix 2**. Southwark has consistently delivered a significant amount of net new homes contributing 21,777 net units to Southwark's housing stock over the last fifteen years. The completed schemes that contributed to the loss of social housing in the last fifteen years include:

- The Heygate Masterplan approved under 12/AP/1092 proposed to deliver 2,689 gross units. As part of the proposal 1,107 existing units were demolished on site

before the construction works have started. Once the masterplan is completed, it will result in 1,582 net units contributing significantly to Southwark's housing stock.

- Under application 13/AP/0876 at WOOD DENE, SITE BOUNDED BY QUEENS ROAD, MEETING HOUSE LANE AND CARLTON GROVE SE15 in total 333 residential units were approved. As part of the application 323 existing units were demolished, as such the scheme has resulted in 10 net units.
- Under application 11/AP/0191 at SILWOOD ESTATE PHASE 4B, LAND AT SILWOOD STREET, DEBNAMS ROAD, CORBETTS LANE, LONDON SE16 in total 128 residential units were approved. As part of the application 63 existing units were demolished, as such the scheme has resulted in 65 net units.

Appendix 3 – Social and intermediate housing product types definitions presented in Appendix 1 and Appendix 2

- **Social rent** – homes where rents must not exceed the rent levels determined by the formula set out in the HCA Rent Standard Guidance. HRA
- **Affordable rent** – homes which are let at a rent which must not exceed 80% of the local market rent. The landlord of these homes must be registered with the Social Housing Regulator. Southwark Council does not consider this product to be affordable. This is the definition set out in the NPPF.
- **Shared ownership** – homes that are part-owned and part-rented. Buyers must purchase an initial share of at least 25% and have the opportunity to ‘staircase’ to full ownership. This means they can buy more shares over time until they own the property outright. Rent on the part-rented share is subject to caps below the market level. The council sets its own income eligibility thresholds for shared ownership for an initial three month period. In the event no suitable purchaser is found within three months eligibility is widened to households with an income no greater than £90,000 (as updated annually by the Mayor of London). The Mayor states the open market value of a shared ownership home should not exceed £600,000.
- **London Living Rent** – homes with sub-market rents on time-limited tenancies aimed at households who aspire to home ownership. London Living Rent is a rent-to-buy product where tenants have the right to purchase their home after a fixed period. Eligibility is restricted to households with an income no greater than £60,000 and who save towards a housing deposit. The following table shows average London Living Rent in Southwark.
- **Discount market sale** – homes for sale discounted by at least 20% of full market value. Discount market sale homes are restricted to eligible households and should remain affordable in perpetuity
- **Discount market rent** – homes with sub-market rents least 20% below open market value where the discount is retained in perpetuity. Discount market rent homes are restricted to eligible households (households with incomes up to £90,000 per year) and the tenant has no right to ownership. For dwellings to be considered affordable, annual housing costs rent and service charge should be no greater than 40% of net household income (net household income assumed to be 70% of total, or gross, income). As such, a range of sub-market rents are required to meet affordable housing needs of households eligible for discount market rent.

Appendix 4 – Annual average housing supply monitoring targets 2015-2025

Borough	Minimum ten year target 2015-2025	Annual monitoring target 2015-2025
Barking and Dagenham	12,355	1,236
Barnet	23,489	2,349
Bexley	4,457	446
Brent	15,253	1,525
Bromley	6,413	641
Camden	8,892	889
City of London	1,408	141
Croydon	14,348	1,435
Ealing	12,972	1,297
Enfield	7,976	798
Greenwich	26,850	2,685
Hackney	15,988	1,599
Hammersmith and Fulham	10,312	1,031
Haringey	15,019	1,502
Harrow	5,927	593
Havering	11,701	1,170
Hillingdon	5,593	559
Hounslow	8,222	822
Islington	12,641	1,264
Kensington and Chelsea	7,330	733
Kingston upon Thames	6,434	643
Lambeth	15,594	1,559
Lewisham	13,847	1,385
LLDC	14,711	1,471
Merton	4,107	411
Newham	19,945	1,994
Redbridge	11,232	1,123
Richmond upon Thames	3,150	315
Southwark	27,362	2,736
Sutton	3,626	363
Tower Hamlets	39,314	3,931
Waltham Forest	8,620	862
Wandsworth	18,123	1,812
Westminster	10,677	1,068
London total	423,887	42,389

Source: London Plan 2016

**Housing Delivery Test Action Plan
Equalities Impact Assessment
August 2019**

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- We consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- We have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- We review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- We take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- We consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the protected characteristics and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others who can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present within divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Housing Delivery Test Action Plan		
Equality analysis author	Hajnalka Kurti		
Strategic Director	Simon Bevan		
Department	Planning	Division	Place and Wellbeing
Date of analysis	August, 2019		

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

The Council has produced a Housing Delivery Test Action Plan (HDTAP) in response to the introduction of the Housing Delivery Test by The Ministry of Housing, Communities and Local Government (MHCLG) in November, 2018.

The action plan is a practical document to review Southwark's approach to housing delivery, and to help understand the potential influencing factors and obstacles to housing delivery. With consideration of the issues identified the HDTAP sets out actions to encourage and increase the delivery of new homes. These actions also include initiatives and programmes we are currently progressing.

The actions identified in the HDTAP seek to boost the delivery of new homes, including affordable homes, which will have a positive impact on all individuals in Southwark, including those with protected characteristics.

There is a pressing need of housing in the borough, especially of affordable housing. Boosting housing delivery will deliver more market homes, intermediate affordable homes and social rented homes including wheelchair accessible dwellings more quickly to meet the varied needs of local people.

Providing more homes for general need, would increase the number of affordable homes, reducing the Council's housing waiting list for social rented homes. It would also reduce the need for temporary accommodation, which is usually social rented, providing much needed permanent housing. This is likely to have benefits for younger people who are unable to access the housing market, families with young children and the elderly and those with protected characteristics.

Section 3: Service users and stakeholders

Service users and stakeholders	
Key users of the department or service	Members of the public; Developers; Local Authorities; Housing Associations; Environment and Leisure Department; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department.
Key stakeholders were/are Involved in this policy/decision/business plan	Members of the public; Housing Associations; Local Authorities; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department; Planning Advisory Service.

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)
The HDTAP is anticipated to have positive social benefits for people of all ages living and working in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their age.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their age.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

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)

The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people who have a disability.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people who have a disability.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

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)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people who have undergone gender reassignment.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people who have undergone gender reassignment.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

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)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people who are pregnant or have recently given birth.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people who are pregnant or have recently given birth.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

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)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people belonging to any race.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people belonging to any race.
Equality information on which above analysis is based	Health data on which above analysis is based

Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

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)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to any faith group.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to any faith group.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their gender.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their gender.

Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	
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)
The HDTAP is anticipated to have positive social impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their sexual orientation.	The HDTAP is anticipated to have positive health impacts for all different groups in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their sexual orientation.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

Socio-economic disadvantage – although the Equality Act 2010 does not include socioeconomic 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 families 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)
The HDTAP is anticipated to have positive social benefits for people regardless of their socio-economic status who are living and working in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have a positive	The HDTAP is anticipated to have positive health benefits for people regardless of their socio-economic status who are living and working in Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive

social impact for all, including those with protected characteristics. There are no foreseen negative social impacts to people based on their socio-economic status.	health impacts for all, including those with protected characteristics. There are no foreseen negative health impacts to people based on their socio-economic status.
Equality information on which above analysis is based	Health data on which above analysis is based
Feedback from consultation events and workshops.	Feedback from consultation events and workshops.
Mitigating actions to be taken	
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.	

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
The HDTAP is anticipated to have a range of positive impacts on people living and working in Southwark. The actions presented in the HDTAP do not in any way threaten the human rights of anyone living or working in the Southwark. Reviewing our current approach to housing delivery and setting out new actions to boost the provision of a wide range of new homes would have positive social and health impacts for all, including those with protected characteristics.
Information on which above analysis is based
Feedback from consultation events and workshops.
Mitigating actions to be taken
We will continue to monitor and review the HDTAP to ensure that the likelihood of negative impacts arising is minimal.

Item No. 18.	Classification: Open	Date: 17 September 2019	Meeting Name: Cabinet
Report title:		Old Kent Road Social Regeneration Charter	
Ward(s) or groups affected:		Old Kent Road	
Cabinet Member:		Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD - COUNCILLOR LEO POLLAK, LEAD MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES

The purpose of the 'social regeneration' approach is to not only ensure that regeneration in our borough is properly working for all, reducing health housing and economic inequalities in our borough, but that the top-down strategies and plans of the council, CCG, developers and other large institutions are properly aligned with the bottom-need needs and initiatives of the community, captured in one common vision. As the defining regeneration in our borough, the Old Kent Road social regeneration charter takes on an additional significance, as a statement of how development along with the Old Kent Road will result in a radically improved living environment for its residents, drawing out tangible benefits that will improve residents health and wellbeing.

This report presents the council's consultation draft, itself the product of thousands of conversations across numerous business and community forum meetings, as well as a number of surveys and socio-economic studies of the area. The sum of this multi-faceted listening exercise is presented in the form of ten high level demands we make of ourselves and other organisations, setting the means of measuring and tracking progress against them.

These include ambitious commitments to meet the entire registered housing need in the area, while driving significant investment into our estates. It also requires drastic improvements in the air quality of the Old Kent Road, a doubling of the acreage of open space in the area, and an expansion of and improvement of the schools and healthcare available in the area. We also introduce a new approach for building on the existing economic strengths of the area, including a 'first refusal' for existing businesses on all new employment space created from new development, as well as the measures for building what would be the largest living wage neighbourhood in the country. As part of the 'first refusal' approach we are also mapping in detail all new non-residential uses and their sector suitability, as part of an exercise to better understand the options for key existing employment clusters on the Old Kent Road to not only survive but thrive as the area changes.

First and foremost though is a commitment to shape new high density neighbourhoods along the Old Kent Road as ideal places to grow up and enjoy the best start of life, with the challenge to ensure a suitable quality and expansion in sports leisure and youth facilities.

The emerging plans for the Old Kent Road point towards 20,000 new homes, 10,000 new jobs and the extension of the Bakerloo line into the area, with great potential for improvements in individuals and community wellbeing. The social regeneration charter provides the council and residents with a means of gauging and adapting to ensure our residents are the primary beneficiaries of change along the Old Kent Road.

RECOMMENDATIONS

1. That Cabinet agrees the Old Kent Road Social Regeneration Charter [OKRSRC] attached as Appendix 1 to this report for consultation.
2. That Cabinet will agree the final OKRSRC following consultation.

BACKGROUND INFORMATION

3. The council's ambition, as expressed through the Council Plan, is of "a fairer future for all" where everyone can achieve their potential, and be more than the sum of our parts in a borough that they are proud of. This ambition provides the basis for *The Regeneration That Works For All* Framework which outlines our vision that "the places where people live, now and in the future, create new life opportunities, promote wellbeing and reduce inequalities so that people have better lives in stronger communities." The framework is shaping the development of social regeneration charters to embed our regeneration for all principles throughout the council and facilitate implementation of the framework's commitments at a local level.
4. The New Southwark Plan Proposed Submission Version has recently concluded a final round of consultation on amended policies in May 2019. The New Southwark Plan sets out a strategic policy SP2 on Social Regeneration and a vision, policies and site allocations for the Old Kent Road which are applicable to development in the Old Kent Road.
5. On 12 December 2017, cabinet agreed to the Old Kent Road Area Action Plan (OKRAAP): Further Preferred Option following policy amendments to the consultation on 20 June 2017. The area action plan sets out an ambitious growth strategy for Old Kent Road and the surrounding area which is designated as an opportunity area by the London Plan. Over the next 20 years the opportunity area will be transformed, including the provision of new underground stations as part of the Bakerloo Line Extension, 20,000 new homes, including affordable homes and 10,000 additional jobs. Extensive consultation on the plan has taken place on two formal drafts of the AAP. The AAP identified methods by which the regeneration can benefit existing communities. These include the need for growth in housing, transport, quality of the environment, health and equal opportunities, cultural and leisure space. While the OKRAAP focuses on the planning aspect of growth in the borough, the OKRSRC ensures the alignment between these plans with the social aspects involved in regeneration, which includes providing a vision and monitoring of health, education and training and community cohesion.
6. A report was taken to Cabinet on 18 June 2019 that followed the 11 December 2018 Cabinet report titled "Allocation of Local Community Infrastructure Levy funding" on how we could improve the allocation of local Community Infrastructure Levy. Cabinet approved the introduction of Community Investment

Plans (CIPs), which create a programme for how local CIL is spent. CIPs will be strategically developed to ensure local CIL supports growth and tackles inequalities. CIPs will contain four strategic priorities, three of these will come from the social regeneration charters and each ward area will develop an additional theme to guide key areas of need within the ward(s) The plan would be refreshed every three years and applications will be submitted and matched against the following suggested criteria;

- Meets one of the proposed themes of the community investment plan
- Is a one-off scheme that does not require additional revenue funding from the council in its delivery or subsequent operation.
- Relates to a council plan commitment
- Identifies how any revenue funding will be generated– offering value for money
- They should address the impact of new development
- Should explain who will benefit the local community and how it tackles inequalities.

7. In 2017 the council undertook the biggest community engagement exercise of recent times, the Southwark Conversation, the outcomes of which are shaping plans for place-making and improving overall well-being. This has been followed by the *Southwark Approach to Community Engagement* which set out the council's vision and principles for engagement and was adopted by cabinet in April 2019, with further developments to be made over the summer. As the borough grows and changes, the council's aim is to make sure that our communities have the opportunity to take part in the decisions which affect their lives and communities.
8. The Development Consultation Charter was developed and approved by cabinet in April 2019. It is currently in the process of being implemented on all new planning applications submitted within the Old Kent Road Opportunity Area. This Charter forms part of the Statement of Community Involvement which sets out how we consult on planning and is an agreed way of working with developers and the community. The Charter requires the submission of an Engagement Plan, describing what the developer will do to involve those affected by their proposals as part of the validation stage of submitting their planning application at pre-application stage. The summary of the activity and the outcomes of local engagement will be a validation requirement for any planning application, and is expected to set out how the community has shaped the proposed development and where it was not possible to provide evidence, a justification for this reasoning.
9. The scale and duration of the programme of physical regeneration at Old Kent Road is unique in the context of Southwark. Total investment by the private sector is likely to exceed £3.5 billion and the public sector will invest significant additional funding to provide the necessary infrastructure to support the anticipated growth. There is a once in a generation opportunity to deliver positive social, economic and health benefits for our residents. The OKRSRC is intended to provide a strategic framework to inform future interventions, ensuring that the masterplan delivers positive outcomes for the local community and Southwark.

DEVELOPING THE CHARTER

10. The OKR SRC has been shaped using information from consultations undertaken since 2015 with local residents and businesses on the future of the Old Kent Road, as well as demographic data and evidence-based research which included quantitative surveys with individuals and qualitative focus groups and workshops. There have been two major rounds of consultation in the area since 2015 and together these have included over 80 formal events and over 1700 respondents.
11. The findings for the resident consultation include the need for additional schools to accommodate the growing population; including heritage elements within the new community plans and integrating old and new concepts of the Old Kent Road; providing parks and green spaces; supporting existing industrial land, creative communities and local businesses and improved town centres.
12. The Old Kent Road Business Consultation highlighted the need for affordable working spaces; the need for industrial areas to be maintained and integrated with new employment sectors; more sustainable modes of travel to make it easier for people to have mobility around the area; security of tenure for business units; improved digital infrastructure and ensuring businesses encourage local employment.
13. The OKR SRC has also been informed by the findings from 2016 Ipsos Mori research funded by the Guy's and St. Thomas's Charity undertaken to investigate how to enhance the impact of planning policy on health outcomes and health inequalities in the OKR. This research found that there were concerns about integration between old and new communities and how change will impact on community structures and social isolation – the lack of places to go is an issue in the area. It also indicated that sustainable lifestyles should be promoted by improved health facilities and more walking opportunities.

KEY ISSUES FOR CONSIDERATION

14. A Social Regeneration Charter (SRC) is a high-level, area-specific document informed by the Southwark Regeneration Framework. The intention is that there will be an SRC for every area in Southwark developed with a methodology that is contextually appropriate. The Old Kent Road Social Regeneration Charter (OKRSRC) attached as Appendix 1 to this report sets out:
 - A summary of the values, vision, priorities and goals of the area
 - Methodology for tracking our progress
 - Map of the area
 - Three strategic goals and their ten underlying promises
 - Indicators to implement and monitor each of these ten promises
15. The summary sets out:
 - LB Southwark's Values;
 - The vision statement which builds on the OKR AAP vision for a place which has Regeneration that works For All;
 - Priorities developed from the AAP and community consultations and;
 - The emergent goals for the OKR.

16. The methodology for tracking our progress includes:
- Tracking through the use of indicators and;
 - Tracking investments in line with Local Place Plans and Community Investment Plans.
17. The map of the area:
- Outlines the geographical area as the same area as the Old Kent Road Area Action Plan and links through to the websites with more information;
 - Sets out the demographics and how changes to the demographics will need to be highlighted in plans to ensure that they are taken into account and that Regeneration That Works for All and;
 - Briefly outlines the regeneration planned and links through to the Old Kent Road website which has detailed and updated information.
18. Consultation upon this document includes what local people have told us brings together information and feedback from a wide range of consultations that inform the strategic priorities in the OKRSRC. These are:
- Area Action Plan consultation findings from residents and businesses;
 - Community Forum consultations;
 - Southwark conversations;
 - IPSOS MORI 2016 research and;
 - A drop-in consultation session at 231 Old Kent Road from the 14th to 16th of August.
19. The Three Strategic Goals and their underlying Ten Priorities for OKRSRC are based on *Regeneration that Works for All* commitments. They work together to ensure that the regeneration will invest in communities, reduce inequalities and improve life opportunities, good health and wellbeing for all and pride of place. The Three Strategic Goals are:
- *A healthy, connected and sustainable future for all;*
 - *High quality homes and amenities for all and;*
 - *A vibrant local business and cultural economy that works for everyone.*
20. The four achievable and actionable underlying promises that fall under Goal One *A healthy, connected and sustainable future for all*, include:
- Promise 1. The Old Kent Road is the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer.
 - Promise 2. Double the acreage of open space so everyone has easily accessible open space and are within 400m proximity of open space linked by green routes for walking and cycling.
 - Promise 3. Improve air quality in the OKR by significantly reducing emissions.
 - Promise 4. Everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities.
21. The three promises that fall under Goal Two, *High quality homes and amenities for all*, include:
- Promise 5. Provide 5,000 new social rented homes in the Old Kent Road area, creating a place where people get on well and can live safely.
 - Promise 6. Eliminate rogue landlords, and ensure all PRS homes are secure, have predictable rents and are fit for human habitation.

- Promise 7. Drive huge investments into OKR estates turning them into some of the most prized spaces in the City.
22. The three promises that fall under Goal Three, *A vibrant local business and cultural economy* that works for everyone, include:
- Promise 8. Create the largest Living Wage Neighbourhood in the UK with living wage and gender pay audits and plans to transition all businesses.
 - Promise 9. Expand the floor space of affordable workspace on the Old Kent Road and offer first refusal on new affordable employment space to existing businesses.
 - Promise 10. Create a full employment OKR with a fully occupied high street, creating 10,000 new jobs in the OKR area and contributing to 2500 new apprenticeships borough-wide.
23. Each promise has indicators which will help measure how successfully we are implementing the ambitions of the OKR SRC. These will be tracked at different intervals and published on our website. In addition, we are working with local academics to scope studies to capture the lived experiences, attitudes and beliefs on regeneration in residents in some of the most affected parts of the regeneration area.

Impacts of the OKR regeneration

Children and Young People

24. Young people who live in the Old Kent Road area will experience regeneration as part of their lives as they grow up. Promise 1 of the charter outlines our ambition to make the OKR the best place to grow up. As part of delivering this promise, the Place and Wellbeing Department is in early stages of discussions with Citizens UK and Kings College London about developing a Children's Zone in the OKR. The unique partnership between the local council, local university partners and voluntary and community sector organisations will focus on children and families in the OKR and seek to understand and tackle the diverse issues they face. The aspiration is to work with children over time to create a pipeline of support across the life course, from cradle to career, in the wider context of the families and communities in which they live. It is envisioned that the children's zone will incorporate asset based community development, health, social and community programming designed specifically for the needs of families in OKR and urban design for child friendly places.
25. Young people who live in the OKR will experience positive impact from the regeneration processes through increased opportunities for sports, leisure and improved play and open spaces for all ages. Schools will be expanded and improved to make sure that young people can gain the qualifications they need to go onto higher and further education. Apprenticeships for local young people will support this process as we provide more training and links to local businesses. Young people will be supported to stay healthy and active through an improved network of cycle routes and walking routes that link up the different activities and jobs, places and spaces. Strong youth focused investment will support the development of sense of belonging and pride of place.

Tenure integration and estate improvements

26. Promise 5 commits providing 5,000 new social rented homes in the OKR and creating a place where people get on well and live safely. A key part of delivering this will be through tenure integration to improve the social benefits of mixed communities. We will have a successful approach to co-locating and distributing social housing in mixed-tenure developments to create places with attractive neighbourhoods with developments and buildings knitted into the existing fabric of the area. The range of home sizes and tenures will encourage long term value in terms of social relationships across income groups and tenures, neighbourhood stability and economic success. The management and maintenance strategies will encourage people to use the play spaces, facilities and entire areas to improve social interactions and social cohesion.
27. As outlined in Promise 7, we will drive huge investments in OKR estates through the regeneration. All developers will be expected to follow the councils Development Consultation Charter. Developers will be expected to look beyond the boundary of their own site and to engage with local TRAs and communities and identify how they could contribute to the social regeneration of particular estates/communities. This should be done from an early point in a schemes development. The Great Estates programme is also setting out a new framework for resident-centred Estate Improvement Plans, with the initial call for ideas attracting significant feedback from residents on OKR estates. This will form the starting point for the kinds of improvements to estate shared spaces that can be brought forward through regeneration activity on the OKR.

Business

28. There are over 800 businesses in the Old Kent Road area in a vast range of sectors from retail, industrial, manufacturing and storage of distribution to a diverse range of creative enterprises and artists. These businesses provide over 9,500 jobs and many employees live locally. It is a fundamental part of plans for the OKR to include all types of business space in the redevelopments. This will include a range of industrial units which will be built underneath and next to new homes. It will be important to achieve high design standards and specifications to ensure ground floor workspaces continue to operate effectively and in harmony with residential uses
29. Having engaged with all of the different types of businesses we have found their concerns are around loss of industrial land and they want stronger protections for existing businesses through flexible industrial and retail workspace. We have addressed this by protecting more industrial land and strengthening our policies for employment and industrial uses. We are continuously mapping out new employment space and assessing sector suitability. As outlined in promise 9 of the OKR SRC we are committed to expanding affordable workspace and offering current businesses first refusal on new, affordable employment space. We are also working with workspace providers who are supporting start-ups and small businesses to thrive by offering flexible workspace and lease arrangements.

High street

30. Promise 10 commits to creating a fully occupied high street on the OKR. Parts of the historic high street have survived and provide space for local entrepreneurs

to develop small retail business uses. There are diverse ethnic groups represented within these frontages and the council wants to ensure that development does not lead to driving out small business users. The redevelopment of existing out-of-town retail parks provides the opportunity to create a new high street frontage. It is important that the detailed design of shopfronts is done well on these new high streets, maintaining the valued characteristics of the older Victorian frontages with their high floor-to-ceilings. It is equally important that the new build allows for flexibility of occupation, and is able to accommodate relatively large units that may want to relocate from the existing retail parks.

Parkland

31. Promise 2 of the OKR SRC commits to doubling the acreage of open space to ensure improve public accessibility to green network. New parks and open spaces are valued for their contribution to environmental well-being and supportive of a growing population. Respondents have consistently asked for more and better access to green spaces and parklands, recognising its value for improving both physical and mental health. As part of the Old Kent Road development, we have increased the park space from 5 hectares to 8 hectares, equivalent of 8 rugby pitches, through the creation of a linear park along the old Surry Canal. Furthermore, we are improving local parks.

Engagement

32. We are exploring how new methods of engagement can be developed to allow consistent dialogue, collaborative governance and co-production enabling communities, local businesses and residents to remain a central part to the regeneration process, this includes a Social Integration Design Lab led by the GLA.

Next steps

33. Further work is needed to determine how best to implement the objectives agreed in the OKRSRC and how to determine specific plans for projects and planned investment, monitoring, incorporation of final indicators and engaging with local delivery partners (stakeholder groups). Further decision-making is also required to ascertain timescales, resources and the appropriate delivery mechanisms for individual projects including accountable bodies for funding and delivery.
34. Governance - the general governance aspirations of the OKRSRC require further debate and consultation. Aspirations should be built around transparency and accountability for activities, outcomes and funds, and ongoing dialogue with affected communities/local stakeholders. They should emphasise the importance of periodic review and evaluation to meet changing circumstances and allow programmes to be adjusted to ensure projects continue to deliver outcomes.
35. The council held some initial drop-in sessions at the community hub at 231 Old Kent Road on 14, 15 and 16 August 2019 to start gathering ideas and feedback for the charter. At these sessions the public provided comments on our early plans for the charter and potential improvements. Officers were available to record this feedback. The consultation plan attached as appendix four contains

information on the comments received during this engagement. In addition, comments will be made online through the Old Kent Road website.

36. These drop-in sessions were the first stage in a process of engaging with local communities on the Old Kent Road Social Regeneration Charter. Following approval of this initial draft, there will be more detailed community engagement on the Charter. All feedback received will be recorded and taken into consideration in drafting the final OKRSRC. The implementation of these findings will be reviewed in six months' time.

Community impact statement/Equalities considerations

37. The Equality Act 2010 imposes a general equality duty on public authorities (the Public Sector Equality Duty – PSED) in the exercise of their functions, to have due regard to the need to :

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

38. For the purposes of the PSED the following are “protected characteristic” considerations:

- Age
- Marriage and civil partnership
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

39. The purpose of OKRSRC is to set out how the communities in Old Kent Road will be able to have positive experiences of living through the regeneration and the benefits that they will receive due to the developments that are going to take place. An Equalities Assessment is attached at Appendix Three. The OKRSRC will be an evolving document. The PSED duty and implications for groups with protected characteristics will be considered further as the emerging priorities are developed in more detail as the regeneration progresses and at review points.

Resource implications

40. There are no immediate resource implications arising from this report.
41. The resources required for the ten promises (under the three goals) mentioned in the OKRSRC are being reviewed. The council investment programme which is part of the charter attached as Appendix Three shows the projects which are already incorporated into the council's capital programme and are not growth items. The projects and figures mentioned in this appendix are currently being

cross checked by finance.

42. Any new projects/initiatives that arise through the OKRSRC which will require additional funding or reallocation of council funding would need to be considered through the normal budget, monitoring and governance processes.
43. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

44. The Old Kent Road Social Regeneration Charter (“OKRSRC”) develops further upon the principles of the Development Consultation Charter which was approved by Cabinet in April 2019, by containing the vision, goals, objectives and deliverables for the Old Kent Road Regeneration Area. This Social Regeneration Charter has been informed by consultation with local people and stakeholders and sets out three strategic goals for the Council in relation to the Old Kent Road which underlie the Ten Priorities identified within the Charter.
45. This report identifies a number of impacts of the OKR Regeneration and the OKRSRC attempts to address those impacts but also notes that further work is needed to determine how best to implement the objectives agreed in the OKRSRC. A further report will therefore be brought back to Cabinet to make decisions in respect of timescales, resources and delivery mechanisms for individual projects as well as identifying funding and delivery.
46. The recommendations in this report are supported by a detailed Equalities Impact Assessment (“EqIA”) which can be found at Appendix 6. The EqIA satisfies the Council’s PSED as contained in the Equality Act 2010 by having due regard to the aims of the equality duty at the time of decision making and the setting of policy. The EqIA identifies amongst other things, a number of positive and negative impacts upon those groups with protected characteristics.
47. The Cabinet is authorised under Part 3B of the Council’s Constitution “Cabinet” under paragraph 6 of the section titled “Policy” to “exercise the council’s functions in relation to community engagement and the local strategic partnership, including the formulation of council strategies for communication, consultation, capacity building and active citizenship, and their coordination and implementation with particular reference to the provision of the relevant legislation”. Cabinet therefore clearly has the authority to agree and review the OKRSRC as recommended under paragraphs 1 and 2 of this report.

Strategic Director of Finance and Governance

48. The report is requesting the Cabinet to the Old Kent Road Social Regeneration Charter [OKRSRC] attached as Appendix 1 to this report for consultation and that the Cabinet will agree the final OKRSRC following consultation to agree.
49. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report and notes the other comments under the Resource Implications.

50. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Old Kent Road Area Action Plan	160 Tooley Street London SE1 2QH	Juliet Seymour 020 7525 0508
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s72863/Appendix%20A%20Old%20Kent%20Road%20AAP%20Further%20Preferred%20Option%202017.pdf		

APPENDICES

No.	Title
Appendix One	Old Kent Road Social Regeneration Charter
Appendix Two	Map of Old Kent Road Area Action Plan
Appendix Three	Map of Old Kent Road Council Investment
Appendix Four	Consultation Plan
Appendix Five	Consultation Report
Appendix Six	Equalities Impact Assessment

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	
Lead Officer	Kevin Fenton, Strategic Director for Place and Wellbeing	
Report Author	Juliet Seymour, Planning Policy Manager	
Version	Final	
Dated	6 September 2019	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
	Director of Law and Democracy	Yes
	Strategic Director of Finance and Governance	Yes
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	9 September 2019

Old Kent Road Social Regeneration Charter

Summary and Illustrative Indicators

Southwark Council

September 2019

Old Kent Road

Social Regeneration Charter | Summary

A summary of our vision, goals, objectives and deliverables for the Old Kent Road Regeneration area and how we will work together to make them a reality.

Our Values We want Southwark to be a healthy, clean, green and safe borough, where everyone has a great place to live, with excellent schools, parks and community facilities; where everyone has the opportunity to play a full part in the economy, to thrive and meet their potential; and where a person's background does not determine their life chances.

Our Vision An Old Kent Road community is the best that London has to offer – an inclusive, diverse, sustainable, safe, healthy, engaged, economically productive and connected community – for today's and future generations.

Our Priorities We have completed substantial background research, needs assessments and community engagement activities to better understand local people's hopes and ambitions for the changes proposed in the OKR area. These priorities were set out in the Old Kent Road Area Action Plan and include: Health and Wellbeing; Walking and Cycling; Green Spaces and Nature; Clean Air; Healthy Affordable Homes; Places to Connect; Jobs Training and Education; and Healthy Affordable Food.

In February 2019 the OKR community forum explored how developer contributions (Section 106) and the Community Infrastructure Levy (CIL) can help address local needs. We asked everyone to vote for their top priorities for spend in the Old Kent Road area. The top 3 were: (1) Parks, trees and green spaces (2) Safety and security (3) Youth facilities.

Arising from this work the top 3 priorities for spending local CIL included:

1. Encourage new businesses and support businesses to stay local and grow, in part to provide a wider range of opportunities for young people in the area
2. Invest in and around estates to improve people's safety and security and quality of the open spaces on our estates
3. The best place possible to grow up so we will invest in projects to improve outcomes for young people such as schools, children centres and youth activity

Our Goals In line with our ambition to ensure regeneration works for all in order to reduce health, housing, social and economic inequalities, we have three overarching goals for the Old Kent Road area which are to ensure:

1. A healthy, connected and sustainable future for all
2. High quality homes and amenities for all
3. A vibrant local business and cultural economy that works for everyone

We have identified 10 promises to the Old Kent Road community in order to achieve these goals. For each promise, we have identified key deliverables and indicators to monitor our progress.

Tracking our progress

The regeneration of Old Kent Road will take place over almost two decades. In order to ensure that this major change works for everyone and that we improve the livelihood of existing and future generations, we will work differently and better with developers, local communities to ensure all activities are aligned to the ambitions and objectives of this charter and to achieve the shared outcomes.

We will measure our progress using standardised and agreed indicators, engaging local residents, communities and those across the borough to understand, measure and maximise the positive impact of regeneration and mitigate where there are challenges.

We will also track the investments into the local area, both directly from the new developments, as well as investments from Community Infrastructure Levy and Section 106. We set out how this money will be spent in Local Place Plans and Community Investment Plans.

Website links to be inserted

Map of OKR

Map of OKR to be inserted

DRAFT

DRAFT

Our Promises

Goal 1.

A healthy, connected and sustainable future for all

Promise 1. The Old Kent Road is the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer.

Promise 2. Double the acreage of open space so everyone has easily accessible open space and are within 400m proximity of open space linked by green routes for walking and cycling.

Promise 3. Improve air quality in the OKR by significantly reducing emissions

Promise 4. Everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities.

Key deliverables:

A new health hub to promote healthy and active lifestyles

Extending the Bakerloo line by delivering three new stations along the Old Kent Road

Reduce air pollution with better public transport, low emission fleet and zero car parking

Create three new parks and new neighbourhood green links between the parks

Creation of a new town centre with new activities for leisure, culture and play

Goal 2.

High quality homes and amenities for all

Promise 5. Provide 5,000 Social Rented homes in the Old Kent Road area, creating a place where people get on well and can live safely.

Promise 6. Eliminate rogue landlords, and ensure all PRS homes are secure, have predictable rents and are fit for human habitation.

Promise 7. Drive huge investments into OKR estates turning them into some of the most prized spaces in the City.

Key deliverables:

Building 20,000 new homes, including 5,000 Social Rented homes with a mix of sizes and densities

Integrate the Old Kent Road's historic and valued character into the new development

Goal 3.

A vibrant local business and cultural economy that works for everyone

Promise 8. Create the largest Living Wage Neighbourhood in the UK with living wage and gender pay audits and plans to transition all businesses.

Promise 9. Expand the floor space of affordable workspace on the Old Kent Rd and offer first refusal on new affordable employment space to existing businesses.

Promise 10. Create a full employment OKR with a fully occupied high street, creating 10,000 new jobs in the OKR area and contributing to 2500 new apprenticeships borough-wide.

Key deliverables:

Expand existing primary schools and provide up to one new secondary and two new primary schools

Provide new employment space mixed with homes to improve on existing employment networks, which make Old Kent Road successful and create more jobs

Create a network of arts and cultural venues and creative workspaces for continuous learning and growth of the creative economy

Old Kent Road

Social Regeneration Charter | Indicators

Goal 1: A healthy, connected and sustainable future for all

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
Promise 1. The Old Kent Road is the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer.	1.1 School readiness - % of pupils achieving a good level of development at age 5	OKR ward: 63.7% (London average is 62.2%)	School readiness at or above the London average	Annual
	1.2 All Schools are OFSTED Good or Outstanding by 2030	14 schools in OKR opportunity area: 5 schools are outstanding 6 schools are good 2 requires improvement 1 hasn't been inspected yet	Expanded schools to meet demand and up to 2 new primary and 1 new secondary schools (depending on demographic need) All existing and new schools good or outstanding	Every 3 years
	1.3 Percentage of children who are obese in Reception and Year 6.	Childhood obesity in the OKR ward is 15.7% in Reception and 30% in Year 6. These are both higher than the Southwark averages of 12.3% and 26.1% respectively.	Child obesity levels at or below Southwark average	Annual
	1.4 Number of sport, leisure culture and community facilities	Data to be specified	Net increase in facilities to be tracked	Every 5 years
Promise 2. Double the acreage of open space so everyone has easily accessible open space and are within 400m proximity of open space linked by green routes for walking and cycling.	2.1 Distance to a park (Park catchment areas, what is average walking time to park) Green space Quantity (hectare) and Quality (maintenance, diversity in offering for different age groups, activities)	Total publicly accessible open space per 1,000 population (Bermondsey and Old Kent Road: 0.18) (2013 Open Space Strategy Evidence Report) Old Kent Road currently: Below Average Quality	All OKR residents within 400m of greenspace Residents report	Periodic surveys and qualitative assessments of residents' experiences

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
		and Value (2013 Open Space Strategy Evidence Report)		
	2.2 Number of new trees planted in the Old Kent Road Area	Number of trees in OKR regeneration zone = N	Aim for a 100% increase in number of trees Create an urban forest in the OKR	Survey to be undertaken periodically
Promise 3. Improve air quality in the OKR by significantly reducing emissions	3.1 Atmospheric emissions of • Nitrogen Dioxide (NO ₂) • Particulate Matter (PM ₁₀ & PM _{2.5})	NO ₂ - 41 µg.m ⁻³ PM ₁₀ - 22 µg.m ⁻³ PM _{2.5} – not currently measured but will be available in Spring 2020.	By 2030: NO ₂ reduced emissions by 50% PM _{2.5} emissions reduced by 20% PM ₁₀ emissions reduced by 5% (2018 baseline)	Every 3 years Annually
	3.2 Air quality around schools	11 out of 14 schools in the OKR opportunity area are above the EU limit value for NO ₂	Recommendations from schools air quality audit are implemented. Pollutant levels around schools and nurseries significantly improved	3 years
	3.3 Extending the Bakerloo line	Awaiting decision from TfL	Extension completed by 2040	Annual progress reports
	3.4 Council leads on environmentally friendly and sustainable planning policy	To be developed internally	Low emission Council fleet used Reduced cars in OKR and only electric buses Local opportunities to walk and cycle promoted A zero car parking policy for local developments Carbon zero and Carbon negative land development within OKROA	Every 3 years Annually
Promise 4. Everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities.	4.1 Increase life expectancy to exceed the London and National average	Females: 84.7 years (SWK average - 84.4 LDN average – 84.3) Male: 79.8 years (SWK average - 78.9 LDN average 80.5)	Life expectancy is at least the same as the London average for men and women	Annual
	4.2 A&E emergency	Data to be obtained (from	Emergency	Annual

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
	attendances	ward profiles)	attendances at least same as Southwark average	
	4.3 Rate of requests for support to adult social care	708.1 per 100,000 population (SWK average = 601.2 per 100,000 population)	Rate of adult social care requests at least same as Southwark average	Annual
	4.4 Percentage of residents who agree that there are enough places in local area for meeting with friends, relatives and work colleagues	53% (from Ipsos Mori survey)	> 80%	TBD

Goal 2: High quality homes and amenities for all

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
Promise 5. Provide 5,000 new Social Rented homes in the Old Kent Road area, creating a place where people get on well and can live safely.	5.1 Total (cumulative) number of new homes and affordable homes built in the Old Kent Road area	Data available Autumn 2019	Build: <ul style="list-style-type: none"> 20 000 new homes incl: 5 000 social rented homes 	6-monthly
	5.2 Planning permission and completions of the following <ul style="list-style-type: none"> New homes Social Rented homes Intermediate homes Family homes – 3 & 4 BR Wheelchair homes 	Data available Autumn 2019		6-monthly
	5.3 Percentage of residents who say that the local area is a place where people get on well together	Baseline (Ipsos Mori): 69%	>90%	TBD
	5.4 Percentage of people who report feeling safe in local area in daytime/ after dark	Daytime: 93% After dark: 64% Crime Rate 115.24 per 1000 (similar to SWK rate of 115.4)	Daytime: >95% After dark: >90% Crime rate comparable to Southwark average	Residents Survey Annual
Promise 6. Eliminate rogue landlords, and ensure all PRS homes are secure, have predictable rents and are fit for human habitation.	6.1 Number of rogue landlord reported and listed on the GLA rogue landlord & agent checker	Data to be obtained Autumn 2019	Eliminate reporting in OKR area	TBD
	6.2 Number of licenses & housing act notices complied with.	Data to be obtained Autumn 2019	100%	TBD
	6.3 Number of homes in	Data to be obtained	All PRS homes in	TBD

	decent condition from PRS housing conditions survey	Autumn 2019	OKR are decent	
Promise 7. Drive huge investments into OKR estates turning them into some of the most prized spaces in the City.	7.1 Annual investment in OKR council estates to upgrade and refurbish infrastructure and surroundings	Data to be obtained Autumn 2019	Cumulative investment	Annual
	7.2 Percentage of residents who say they are satisfied with their estate	Data to be obtained (residents' survey)	Increase	TBD

Goal 3: A vibrant local economy that works for everyone

Promise	Measure/Indicator	Where are we now?	Where do we want to be?	Frequency of monitoring
Promise 8. Create the largest Living Wage Neighbourhood in the UK with living wage and gender pay audits and plans to transition all businesses.	8.1 Number of businesses who are living wage employers	144 (borough-wide)	TBD – depending on living wage neighbourhood criteria	Annual
	8.2 Number of businesses producing living wage and gender pay audits	Not currently available at local authority level		Annual
	8.3 Number of businesses signed up to the Mayor's Good Work Standard	11 (borough-wide)		Annual
Promise 9. Expand the floor space of affordable workspace on the Old Kent Rd and offer first refusal on new affordable employment space to existing businesses.	9.1 Available affordable workspace in m squared	1500sqm (Space Studios)	Significant expansion in affordable workspace square meterage	Annual
	9.2 First refusal policy indicator on new affordable business space	N/A (first refusal policy indicator tbd through consultation)	All current businesses offered first refusal on new workspace on OKR	Ongoing
Promise 10. Create a full employment OKR with a fully occupied high street, creating 10,000 new jobs in the OKR area and contributing to 2500 new apprenticeships borough-wide	10.1 All young people and those who need to retrain receive the best education	811 (borough-wide)	2500 Apprenticeships borough wide	Annual
	10.2 Number of vacant units on the high street	Protected Shopping Frontages - 19% the OKR Opportunity Area - 11%	Both <5%	Annual
	10.3 Number of new jobs created in the OKR Area	9,500 jobs currently	10,000 new jobs to be created from new employers borough wide	Annual
	10.4 A wide diversity of local business that enables everyone to feel part of the community	Number of new developments to include cultural/arts venues and/or creative workspaces	Available October	3 Years

		<p>43 arts, culture, leisure and sports businesses currently (We Made That Survey)</p> <p>% of children living in households claiming out of work benefits – 22.6% (SWK average = 18.5%)</p>	In line or better than Southwark average	Annual
--	--	--	--	--------

DRAFT



KEY	
	OA Boundary
	Town centre
	Borough Boundary (Lewisham)
	Existing Tube stations
	Existing Rail stations
	Main roads
	IWMF (Integrated Waste Management Facility)



Old Kent Road Social Regeneration Charter

Consultation Plan

August 2019

CONTENTS

1. Introduction	3
2. How the Old Kent Road Social Regeneration Charter will be prepared	5
3. How will we consult?	6
4. Consultation timetable and methods of consultation	7
6. Monitoring and reporting	12

1. Introduction

What is the Old Kent Road Social Regeneration Charter?

- 1.1. The Old Kent Road Social Regeneration Charter will act as the social regeneration framework for the Old Kent Road Area Action Plan. The charter sets out our shared Vision, ambitions and objectives for the 'Regeneration that Works for All' taking place across the Old Kent Road area. Based on the results of previous consultations, we have worked with residents to select a number of indicators which will be used to monitor the progress of the council in achieving 'Regeneration that Works for All' over the 20 year period of the Old Kent Road Area Action Plan.
- 1.2. Initial informal consultation on the charter took place in February 2019, and further consultation took place in August 2019. A summary draft of the charter was presented at Cabinet for approval in September 2019. A further period of consultation is planned to take place from 18 September to 1 November 2019 after which the final charter will be presented at Cabinet in December 2019.
- 1.3. The Old Kent Road Social Regeneration Charter:
 - Sets out our shared promises for the 'Regeneration for All' taking place in the Old Kent Road area
 - Provides indicators which will be measured against a baseline to allow progress to be monitored
 - Forms a part of Southwark's Statement of Community Involvement.
- 1.4. The Old Kent Road Social Regeneration Charter will be used to help monitor whether the council has successfully achieved 'Regeneration that Works for All' by tracking a number of indicators relating to areas such as health, housing, social and economic inequalities and the strength of existing communities. Each indicator will be measured against a baseline to show whether there has been an improvement over the 20 year period of the Old Kent Road Area Action Plan. This information will also contribute to deciding where Community Infrastructure Levy contributions will be spent in the area. All evidence sources which inform the charter will be available online and the charter will be regularly updated by the council.

1.5. The charter should be read alongside the Statement of Community Involvement and the Developers Consultation Charter:

- The Statement of Community Involvement is currently being prepared, and updates on the stage of the document can be found here: <https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/consultation-and-updates/statement-of-community-involvement>.
- The draft Developers Consultation Charter was approved at Cabinet on in April 2019 and is already being used in the validation of pre-application advice requests and planning applications. It can be viewed here: <https://www.southwark.gov.uk/assets/attach/9344/Draft-development-consultation-charter.pdf>.

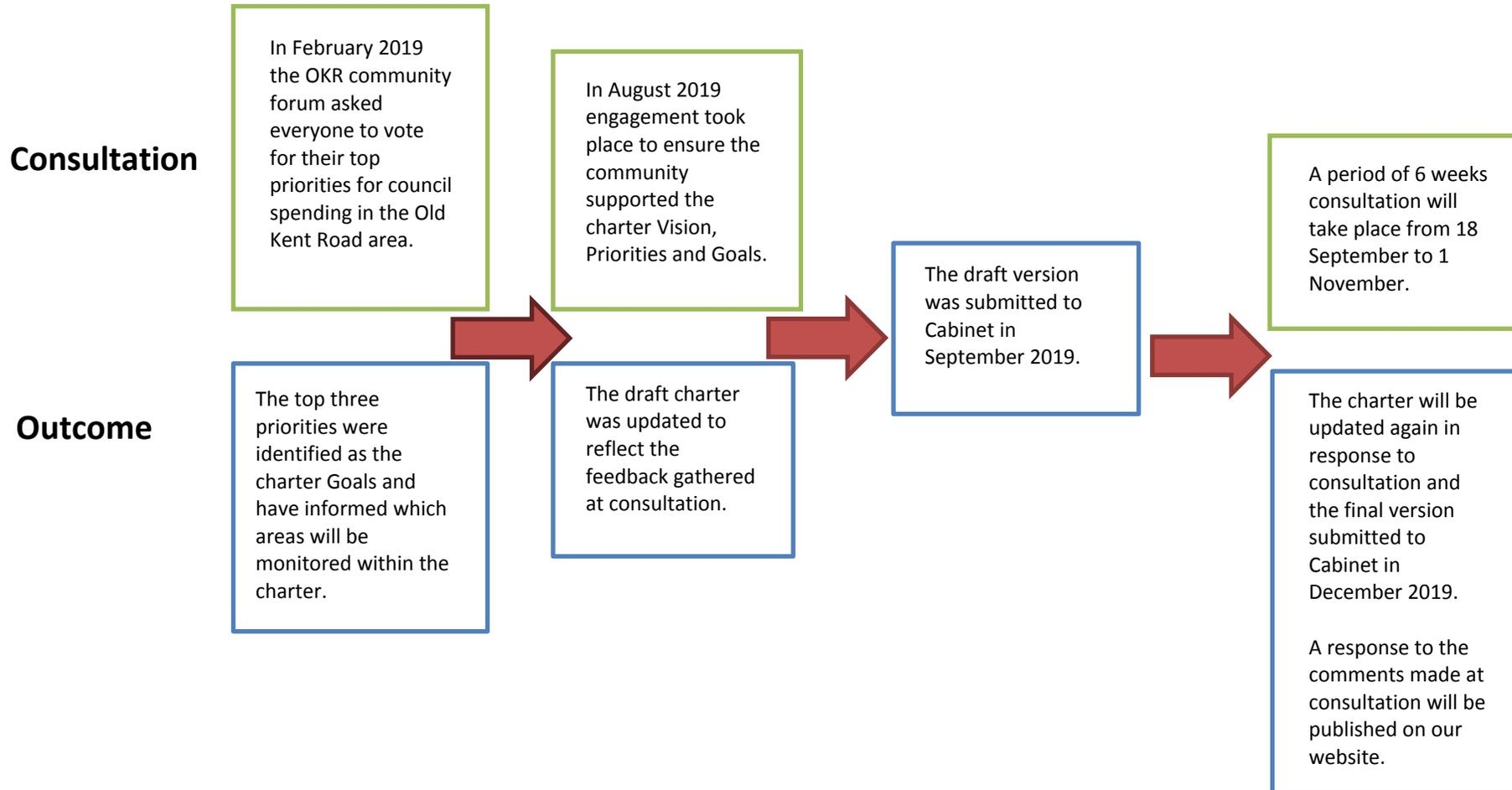
The purpose and objectives of this consultation plan:

- The purpose of this consultation plan is to explain how consultation on the draft Old Kent Road Social Regeneration Charter will take place. It explains how the consultation will meet the requirements of the Town and Country Planning (Local planning) (England) Regulations 2012 (The Regulations) as well as the guidance set out in Southwark’s Statement of Community Involvement. Further information is set out in section 3 of this plan.
- The Old Kent Road Social Regeneration Charter has been informed by consultations undertaken with local residents and businesses on the future of the Old Kent Road over the last five years. This includes Area Action Plan consultation findings from residents and businesses, Community Forum consultations, findings from the Southwark Conversation, and IPSOS MORI 2016 research. The engagement undertaken in August 2019 has contributed to the evidence base to inform the draft charter and the further period of consultation in the autumn will contribute to the final charter.

2. How the Old Kent Road Social Regeneration Charter will be prepared

2.1 The stages and the relationships between consultation and preparation of the plan itself, and the timeline of the charter's adoption in council policy, are shown in Diagram 1 below.

Diagram 1



3. How we will consult

- 3.1. This consultation plan sets out the consultation that will be carried out for the Old Kent Road Social Regeneration Charter. This consultation will be in accordance with the new version of our Statement of Community Involvement.
- 3.2. The following sections set out how we will meet the minimum Statement of Community Involvement consultation requirements and how we will exceed these requirements where appropriate. By meeting the minimum SCI requirements we have also met the minimum consultation requirements in the 2012 Regulations. As the Old Kent Road Social Regeneration Charter is not a planning policy document we are not required to complete a minimum of 3 months consultation.
- 3.3. We will publish a response to the feedback we received at consultation on our website following the final submission of the charter to Cabinet in December 2019.
- 3.4. All documents relating to the charter will be available for inspection at all of our libraries across the borough. Addresses and opening times for all of our libraries are available on our website at: <https://www.southwark.gov.uk/libraries/find-a-library>
- 3.5. The charter will be useful for many groups in the community in the Old Kent Road area and we will be seeking to engage them in consultation. These include:
 - Existing residents living in and around the area, including council tenants and people in need of housing
 - Existing businesses and businesses looking to move into the area
 - People with jobs in businesses in the area that might be affected, and people who might be looking for jobs
 - Landowners
 - Congregations in the faith premises that are located in the area
 - Developers.

4. Consultation timetable and methods of consultation

Consultation timeframe

- 4.1. We will consult on the final charter for a period of 6 weeks, from 18 September to 1 November. During this time the charter will be available for comment via posted letter or email.
- 4.2. We have already held 3 consultation sessions from 14 to 16 August at 231 Old Kent Road.
- 4.3. **All responses must be received by 5pm on Friday 1 November 2019.**

Consultation methods

- 4.4. The tables below set out the different consultation methods for the charter.
- 4.5. Please check our website for an up-to-date list of dates of meetings and events on the consultation hub at:
<https://consultations.southwark.gov.uk/>

TABLE 1: MINIMUM CONSULTATION AS REQUIRED BY OUR STATEMENT OF COMMUNITY INVOLVEMENT

Method of Consultation	Consultee	Date	Comments
Display the Old Kent Road Social Regeneration Charter and accompanying documents on the council's website.	Everyone	From 18 September 2019	Our website will continually be updated to ensure that the most recent version of charter or the accompanying documents are available.
Consult on the document. We have chosen to consult for a period of 6 weeks.	Everyone	From 18 September to 1 November 2019	We will accept comments via letter and email on the charter within this time period and may hold a public consultation event to gather comments.
Inform all statutory consultees to comment on the charter.	Statutory consultees	From 18 September 2019	All statutory consultees will be informed that consultation has begun on the charter and invited to make comments.

TABLE 2: ADDITIONAL CONSULTATION

Method of Consultation	Consultee	Date	Comments
We held three drop-in sessions at the 231 old Kent Road community space to consult on the draft charter.	Everyone.	These were held on: Wednesday 14 August from 10am-12pm Thursday 15 August from 2pm-4pm Friday 16 August from 6pm-8pm.	An invitation to these events was sent out to everyone registered on MySouthwark on 6 August 2019. We also accepted written letters and comments by emails after the event.
We will consult non-statutory consultees including Old Kent Road Forum members on the final charter.	Non-statutory consultees	From 18 September 2019.	We will make contact with non-statutory consultees to ensure they have the opportunity to consult on the charter.

<p>We will organize a Ward Forum in the OKR to discuss and get feedback on the charter</p>	<p>Residents</p>	<p>TBD</p>	<p>This session will be organized with the Ward Councillors</p>
<p>We will hold further workshops/ drop-in events to consult on the draft charter</p>	<p>Everyone</p>	<p>TBD</p>	<p>We will engage with local community and voluntary groups to inform them about these sessions and encourage them to share them with their networks</p>

5. How to comment on the Old Kent Road Social Regeneration Charter

- 5.1. We welcome your comments on the draft Old Kent Road Social Regeneration Charter.
- 5.2. Please contact us if you would like to know more about the charter or to find out more about our consultation.
- 5.3. All comments must be received by **5pm on Friday 1 November 2019.**
- 5.4. Representations can be emailed or sent to:

Planning Policy Team
5th Floor Hub 2
Regeneration
FREEPOST SE1919/14
London SE1P 5LX

planningpolicy@southwark.gov.uk

Tel: 0207 525 5471

List of locations where the Old Kent Road Social Regeneration Charter and other Statement of Community Involvement documents can be viewed

Libraries

All Southwark libraries
(Monday to Friday 9am-8pm, Saturday 9-5pm, Sunday 12-4pm)

My Southwark service points

Peckham My Southwark customer service point
122 Peckham Hill Street,
London SE15 5JR

Walworth My Southwark customer service point
376 Walworth Road,
London SE17 2NG

Council offices

Council offices
160 Tooley Street, SE1 2QH
Open Monday-Friday 10am-4pm

6. Monitoring and reporting

6.1 This document will go back to Cabinet when the OKRSRC is adopted in the spring 2020 and will be reported on annually to the Councilor Leo Pollak, Portfolio Holder for Social Regeneration, Great Estates and New Council Homes along with the other Social Regeneration Charters.



No.	Title
Appendix One	Old Kent Road Social Regeneration Charter
Appendix Two	Map of Old Kent Road Area Action Plan
Appendix Three	Map of Old Kent Road Council Investment
Appendix Four	Consultation Plan
Appendix Five	Consultation Report
Appendix Six	Equalities Impact Assessment

Old Kent Road Social Regeneration Charter

Consultation Report

September 2019

1. Introduction

1.1 What is the Old Kent Road Social Regeneration Charter?

The Old Kent Road Social Regeneration Charter (OKRSRC) is an area-specific document that embeds the regeneration desires of the community with the Community Investment Plan, which informs allocation of local Community Infrastructure Levy funding. It supports strategic policy SP2 of the New Southwark Plan on Social Regeneration by ensuring values, visions, priorities and goals of the area as informed by the local community are captured and held accounted for throughout the process of regeneration. It works to achieve and implement SP2 and is intended to be a malleable document that is regularly updated through annual community consultation and reported to the Councillor Leo Pollack Portfolio Holder of Social Regeneration, Great Estates and New Council Homes.

1.2 What is this consultation report?

The consultation undertaken during the course of developing the preferred options of the Old Kent Road Social Regeneration Charter informed by the Social Regeneration Framework as accepted by cabinet in January 2019. The OKRSRC meets and exceeds the government requirements under the Planning Regulations. It has also been carried out in accordance with the Council's Statement of Community Involvement (SCI) which was adopted on January 29th 2008.

This consultation report publishes the schedule of the consultation plan on the OKRSRC which was consulted in August 2019 during the three formal drop-in sessions at 231 Old Kent Road. A formal consultation will commence for a period of six weeks from the period of 18 September – 1 November 2019 after the 17 September 2019 cabinet. All the goals and promises contained in the Old Kent Road Social Regeneration Charter were prepared in light of the comments received through the stages of consultation described below.

2. Stages of Consultation

2.1 What stages of consultation have been completed so far?

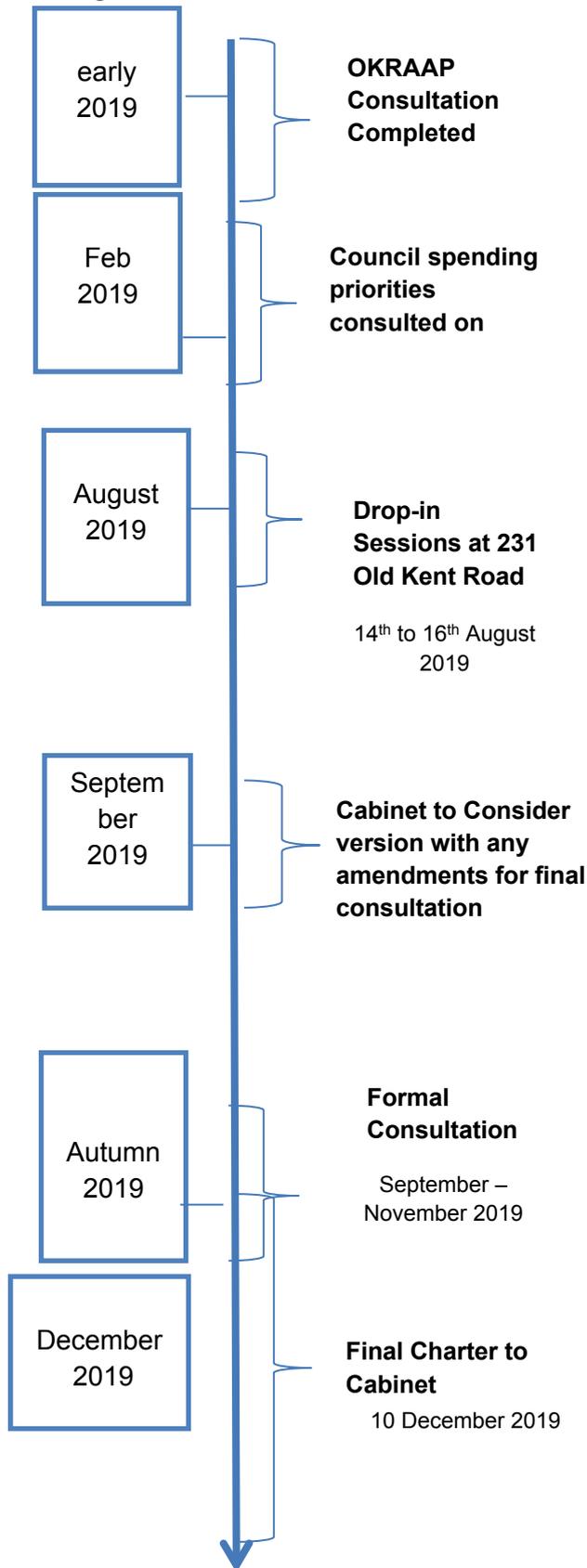
This section of the report explains the consultation that has been undertaken in preparation of the Old Kent Road Social Regeneration Charter. To date, the August 2019 drop-in sessions is the first set of consultation events specific to this document, however previous consultation events in the form of the Old Kent Road Area Action Plan (OKRAAP) Consultation Report and Consultation summary brought to light some of the topics for discussion in the formulation of the OKRSRC.

At each stage of consultation we carry out activities in accordance with our Statement of Community Involvement (SCI) (2008). The SCI sets out how the council will consult on all of our planning policy documents. The SCI refers to a number of legal and regulatory requirements, both in terms of methods of consultation and also particular bodies that we must engage with, and sets out how we meet these requirements. When the SCI was produced it was done so with regard to the Town and Country Planning (Local Development) (England) Regulations 2004 and the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008. In April 2012, both sets of regulations were replaced by the Town and Country Planning (Local Planning) (England) Regulations 2012. Consultations and procedure has been carried out in accordance with the revised Regulations.

The Localism Act 2011 introduced the “duty to co-operate”, which requires us to engage with a range of bodies on an ongoing basis as part of the production of planning policy documents. Much of the process that is required by the duty is already covered in our SCI and has been an integral part of the preparation of new planning policy in the borough. We will ensure that we meet the requirements of the duty to co-operate at every stage of consultation. This will involve writing to and where appropriate meeting and working with our neighboring boroughs, the Greater London Authority and other prescribed bodies such as Historic England and Transport for London.

Figure 1. Shows the consultation of the Old Kent Road Social Regeneration Charter in stages.

Figure 1. Consultation Theme & Time Line



Findings from the OKRAAP Consultation informed initial goals and priorities included in the OKRSRC

In February 2019 the OKR community forum asked everyone to vote for their top priorities for council spending in the Old Kent Road area.

The top three priorities were identified as the charter Goals and have informed which areas will be monitored within the charter.

In August 2019 further consultation took place to ensure the community supported the charter Vision, Priorities and Goals.

Officer will propose any changes that need to be incorporated into the final version. Cabinet will consider if they approve this amended version to go out for consultation.

2.2.1 OKR SRC engagement session

The drop-in session introduced the three proposed goals in the OKRSRC:

1. A healthy, connected and sustainable future for all
2. High quality homes and amenities for all
3. A vibrant local business and cultural economy that works for everyone

The consultation firstly sought feedback as to overall whether the goals were appropriate considering previous consultation and if there were any further suggestions to add. Secondly, it provided examples of the consultation feedback received and how they inform the emergence of each of these three goals. Each of the three goals were then consulted upon individually to gather feedback as to whether they address the key issues as identified during the OKRAAP consultation sessions and whether there were any further amendments.

Below is a summary of the comments received during the drop-in sessions.

Goal one

The issues that were raised as important to include in goal one were:

- Good primary care services
- Celebrating different cultures and local history
- Better walking and cycle routes, improved open spaces and biodiversity
- Improved public transport
- Reducing crime and improving safety
- Access for people with mobility issues and disabilities
- Healthier food offer
- Measuring the impact of regeneration on people's health over time
- Cleaner streets
- Improving youth provision
- Improving air quality and making developments sustainable and carbon neutral
- Improving community facilities and better amenities
- Access to daylight and sunlight

Goal two

The issues that were raised as important to include in goal two were:

- More residents and community group meetings
- Providing larger 3+ bedroom properties
- The same amenities and access for all regardless of tenure and
- Existing council homes to be improved so no big differences between older and newer developments
- Ensuring social housing is maintained and built to service needs of community
- Reducing noise on the OKR
- Tenants of social and private tenants should be included in the process
- Maintaining a multi-cultural community with amenities to serve them
- Building homes that encourage residents to engage with and invest in the community
- Working together across the whole are with activities for everyone to get involved in
- Committing to real affordable homes that don't price out residents

Goal three

The issues that were raised as important to include in goal three were:

- Protecting and nurturing the existing businesses, manufacturers and workshops
- Make OKR a destination again and attract people from outside the area
- Improve safety as that is a reason people don't use the shops
- Good job opportunities for women and people from all cultures at all levels
- Ensure the London living wage is given and healthier working practice
- Ensure opportunities for young people to learn a trade and gain skills while working
- Provide opportunities for older generation to learn new skills
- Affordable shops and diverse mix of businesses

Other comments

Other comments raised as important were:

- local government need to do more to make developers build affordable and social housing
- Open and transparent consultations and keeping lines of communication open
- Help local people grow with good health and understanding
- Need to include existing businesses and social and private tenants in the charter

Start monitoring how many non-affordable homes are being built

2.3 What happens next?

For the next stage the council will be undertaking a formal consulting between the **18 September 2019 and the 1 November 2019.**

1. Summary of Consultation

3.1 Who was consulted and how?

The general public who had shown interest in the OKRAAP consultation events were emailed directly and publication of the event on the Southwark Council website and the Old Kent Road website to provide information about the drop-in sessions being held at 231 Old Kent Road. Officers attended these drop-in sessions from the Planning department, Public health and Community engagement with a brief on how to hold the consultation event. The summary of the draft charter provided during the consultation is provided in Annex 1. This Annex also contains copy of two of the website advertisement of the event.

Annex 1: Consultation material

PURPOSE OF THE SOCIAL REGENERATION CHARTER

Southwark Council is determined to ensure that all of the borough's regeneration projects work for everyone.

This means they must reduce inequalities in health, housing, social and economic opportunity. That's why we're drawing up a Social Regeneration Charter for Old Kent Road.

In line with our ambition to ensure regeneration works for all in order to reduce health, housing, social and economic inequalities, we have three overarching goals for the Old Kent Road area which are to ensure:

- 1. A healthy, connected and sustainable future for all**
- 2. High quality homes and amenities for all**
- 3. A vibrant local business and cultural economy that works for everyone**

GOALS

DO WE HAVE THE RIGHT PURPOSE AND GOALS?
WOULD YOU LIKE TO ADD ANY?

GOAL 1

A HEALTHY, CONNECTED AND SUSTAINABLE FUTURE FOR ALL

A number of issues have been raised during public engagement over the last year, including:

Education

Health

Sports

Culture

Youth Offer

Open Space

Walking

Cycling

Air Quality

Community Cohesion

What do you consider the key issues to be? Are there further issues you would like to add?

GOAL 2**HIGH QUALITY HOMES AND AMENITIES FOR ALL**

A number of issues have been raised during public engagement over the last year, including:

- Meeting housing needs

- Ensuring community safety

- Delivering direct benefits to existing housing estates

- Providing adequate open spaces to support new developments

What do you consider the key issues to be? Are there further issues you would like to add?

GOAL 3**A VIBRANT LOCAL BUSINESS AND CULTURAL ECONOMY THAT WORKS FOR EVERYONE**

A number of issues have been raised during public engagement over the last year, including:

- Protect existing workspace and provide new spaces
- Provide affordable workspace
- Provide a wide range of workspaces and jobs
- Provide a diverse retail offer
- Ensure London living wage is paid

What do you consider the key issues to be? Are there further issues you would like to add?

05.08.2019

Help create a Social Regeneration Charter for Old Kent Road

Share this post:



Southwark Council is determined to ensure that all of the borough's regeneration projects work for everyone.



We've been consulting with the local community since 2015.

This means they must reduce inequalities in health, housing, social and economic opportunity.

That's why we're drawing up a Social Regeneration Charter for Old Kent Road.

Now we want your help

To get us started, we're holding three drop-in sessions at our new community space, [231 Old Kent Road](#) from 14 to 16 August.

Join us at one of the sessions to find out about our early plans for the charter and to give us your feedback and ideas.

These drop-ins are just the first stage in involving Old Kent Road's communities in the Social Regeneration Charter and there will be more opportunities to participate in future.

A summary of the draft charter will go to the council's Cabinet for approval later this year. This will be followed by further, more detailed community engagement and we hope to approve the final version of the charter in the autumn.

The drop-ins will be held at [231 Old Kent Road SE1 5LU](#) on the following dates:

14 August: 10am-12pm

15 August: 2pm-4pm

16 August: 6pm-8pm

We look forward to seeing you!

Social Regeneration Charter for Old Kent Road

Southwark Council is drawing up a Social Regeneration Charter for Old Kent Road.

The council is holding three drop-in sessions at the new community space.

Join officers at one of the sessions to find out about early plans for the charter and to give them your feedback and ideas.

When

**Wednesday 14 August 2019
to Friday 16 August 2019**
3 days

🕒 Wed 10am-12 noon; Thu 2pm-4pm; Fri 6pm-8pm

**Old Kent Road Social Regeneration Charter
Equalities Impact Assessment
August 2019**

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- We consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- We have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- We review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- We take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- We consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the protected characteristics and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others who can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present within divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments. Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health and wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	The Old Kent Road Social Regeneration Charter		
Equality analysis author	Juliet Seymour		
Strategic Director			
Department	Planning Policy	Division	Place and Wellbeing
Date of analysis			
Sign-off		Position	Date

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

The Old Kent Road Social Regeneration Charter (OKRSRC) will act as the social regeneration framework for the Old Kent Road Area Action Plan. The charter sets out the Vision, ambitions and objectives for the 'Regeneration for All' taking place across the Old Kent Road area. The charter sets out a number of indicators which will be used to monitor the progress of the council in achieving 'Regeneration for All'. The charter will be referred to on an ongoing basis to ensure that the council is making progress in achieving the stated ambitions and objectives. An annual monitoring report will be produced to ensure that the objectives within the charter are still being met.

Section 3: Service users and stakeholders

Service users and stakeholders	
Key users of the department or service	Members of the public; Developers; Local Authorities; Housing Associations; Environment and Leisure Department; Flood and Drainage Department; Children's and Adult's Services Department; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department; Greater London Authority; Transport for London; Thames Water; Metropolitan Police; Chief Executive's Department.
Key stakeholders were/are involved in this policy/decision/business plan	Members of the public; Housing Associations; Local Authorities Environment and Leisure Department; Children's and Adult's Services Department; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department.

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

The OKRSRC is anticipated to have positive social benefits for people of all ages living and working in Old Kent Road.

Promise 1 relates to making Old Kent Road the best place to grow up with a radically improved and expanded educational, sports, culture and youth offer. The indicators related to this promise are:

- School readiness - % of pupils achieving a good level of development at age 5
- Number of OFSTED Good or Outstanding schools
- Percentage of Children who are obese in Reception and Year 6
- Number of sport, leisure, culture and community facilities

Promise 4 states that everyone can be happy and successful as Old Kent Road is a healthy place to live, work and grow old with connected and cohesive communities. The indicators relating to this promise are:

- Increase life expectancy to exceed the London and National average
- A&E emergency attendances
- Rate of requests for support to adult social care
- Percentage of residents who agree that there are enough places in their local area for meeting with friends, relatives and work colleagues.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people based on their age.

Promise 3 states that air quality is improved by halving resident's exposure to pollutants. The indicators relating to this promise are:

- Concentration of Nitrogen dioxide
- Fine particulates PM10 and PM2.5
- Air quality around schools
- Extending the Bakerloo line
- Council leads on environmentally friendly and sustainable planning policy.

Children are particularly vulnerable to the impacts of poor air quality. Currently 9 out of 13 schools in the OKR opportunity area have NO₂ levels that are above the legal limit of 40µg.m⁻³ so poor air quality is having a particularly negative impact on children. This promise targets children and young people by specifically tracking air quality around schools to mitigate against the added risk of negative air quality on young people and will have a particularly positive health impact on children and young people.

Promise 10 states that all young people and those who need to retrain receive the best education.

The promise to increase life expectancy, reduce A&E emergency attendances and to increase the percentage of residents who have a local area in which to meet friends will have benefits for adults and older people within the borough.

There are no foreseen negative social impacts to people based on their age.

Equality information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

2016 London Atmospheric Emission Inventory

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

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

The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people who have a disability.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There is not foreseen negative health impact on the health of people who have a disability.

Equality information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

n/a

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

Gender reassignment - The process of transitioning from one gender to another.

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

Potential health impacts (positive and negative)

plan	
The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people who have undergone gender reassignment.	The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There is not foreseen negative health impact on the health of people who have undergone gender reassignment.
Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	n/a
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.	

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)
The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people who have are pregnant or have recently given birth.	The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people who have are pregnant or have recently given birth.
Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	n/a
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.	

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)

Equality information on which above analysis is based	Health data on which above analysis is based
Area Action Plan consultation findings from residents and businesses; Community Forum consultations; Southwark conversations; IPSOS MORI 2016 research.	
Mitigating actions to be taken	
We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.	

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

Faith groups within the Old Kent Road area have been consulted on an ongoing

The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to any faith group.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to any faith group.

Equality information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

n/a

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal. One of the indicators that will be tracked for the charter is % of people who think that people from different backgrounds get on together. Tracking this will enable us to understand how the changes in OKR are impacting cohesion in the area and enable us to plan mitigation if cohesion is worsening.

Sex - A man or a woman.

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

The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people based on their gender.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people based on their gender.

Equality information on which above analysis is based

Health data on which above analysis is based

Area Action Plan consultation findings from n/a residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal. One of the indicators that will be tracked for the charter is % of people who think that people from different backgrounds get on together. Tracking this will enable us to understand how the changes in OKR are impacting cohesion in the area and enable us to plan mitigation if cohesion is worsening.

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

The OKRSRC is anticipated to have positive social impacts for all different groups in the Old Kent Road area. There are no foreseen negative social impacts to people which is based on their sexual orientation.

Potential health impacts (positive and negative)

The OKRSRC is anticipated to have positive health impacts for all different groups in the Old Kent Road area. There are no foreseen negative health impacts to people which is based on their sexual orientation.

Equality information on which above analysis is based

Area Action Plan consultation findings from n/a residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Health data on which above analysis is based

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

Socio-economic disadvantage – although the Equality Act 2010 does not include socioeconomic 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 families 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

The ORKSRC is anticipated to have positive social benefits for people regardless of their socio-economic status who are living and working in Old Kent Road.

Potential health impacts (positive and negative)

The ORKSRC is anticipated to have positive health benefits for people regardless of their socio-economic status who are living and working in Old Kent Road. There are no foreseen negative health impacts to people based on their socio-economic status.

Promise 7 relates to estate regeneration:

- Annual investment in OKR council estates to upgrade and refurbish infrastructure and surroundings
- Percentage of residents who say

there are satisfied with their estate
 Promise 8 relates to working conditions and pay:

- Number of businesses who are living wage employers
- Number of businesses producing living wage and gender pay audits
- Number of businesses signed up to the Mayor's Good Work Standard

Promise 5 relates to housing:

- Total number of new homes and affordable homes built in the Old Kent Road Area.

There are no foreseen negative social impacts to people based on their socio-economic status. These policies should have a positive impact in reducing socio-economic inequalities in the OKR through increasing the number of well paid employment opportunities, increasing affordable housing provision and improving housing standards.

Equality information on which above analysis is based

Health data on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
 Community Forum consultations;
 Southwark conversations;
 IPSOS MORI 2016 research.

n/a

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

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

The OKRSRC is anticipated to have a range of positive impacts on people living and working in the Old Kent Road area. The proposals presented in the OKRSRC do not in any way threaten the human rights of anyone living or working in the Old Kent Road area.

Information on which above analysis is based

Area Action Plan consultation findings from residents and businesses;
Community Forum consultations;
Southwark conversations;
IPSOS MORI 2016 research.

Mitigating actions to be taken

We will continue to monitor and review the charter to ensure that the likelihood of negative impacts arising is minimal.

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Paula Thornton Tel: 020 7525 4395

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