

## Cabinet

Tuesday 19 January 2021  
11.00 am

Online/Virtual: This meeting will be livestreamed on Southwark Council's YouTube channel here: <https://www.youtube.com/user/southwarkcouncil>

## Appendices – Part 3

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Date: 11 January 2021



# Guide for engaging and managing volunteers 2020

## Background

1. Southwark has a great history of people volunteering their time for the benefit of the Southwark communities; from the early days of the Settlements and the Boys Clubs youth provision, to more recent volunteering during the London Olympics in 2012, and the mushrooming of mutual support as communities responded to local need during the COVID19 pandemic and lockdown. Southwark residents have always been supportive of volunteering.
2. There are many reasons why people want to volunteer, from using their skills to learning new ones. Some people want to have more activity and social engagement in their lives and volunteer to bring a new experience into their life. People volunteer from all age groups some informally and others in a more formal and structured way.
3. While many people volunteer for charities and in community groups Southwark also has about 500 people who volunteer each year in a range of roles at the council. It is important that both the volunteer and the organisation using volunteers needs are fulfilled during the volunteering period
4. Southwark Council is made up of many different teams and departments all doing fabulous work in keeping services going for the residents of Southwark. Volunteers are involved in providing services for the council, and their role is an important part of providing high quality experience for residents.
5. Many people come to volunteer to expand their skills and gain experience and we should help them to achieve their aims. We also require the benefit of their volunteering to help us achieve our goals. The process should be mutually beneficial and the systems set out below should support us to achieve this.
6. It is important to note the key role volunteering has in supporting people build their confidence and grow their wellbeing and Southwark can play a key role in this for residents though the way in which we construct and develop our volunteering opportunities.

## Content

7. This guidance note will cover the following areas:
  - Our commitments to volunteers
  - Developing a volunteer role
  - Recruiting volunteers
  - Supporting volunteers

## Our commitment to volunteers

8. It is important that every volunteer has a similar positive experience of volunteering and supporting the delivery of services in Southwark no matter

which department, the length of their role, or frequency of their engagement. While there are a huge variety of roles on offer across the council there are some key commitments that will apply to all roles. These are as follows:

- Our recruitment will be open, transparent and fair so that all residents have equal access to the opportunities available
  - All volunteers will be provided with a volunteer agreement which will set out the purpose of the role, describe the tasks and hours and days of the role and any learning and development goals for the volunteer
  - The volunteer will have a named supervisor and be supported to deliver their role and provided with an induction to the organisation and a volunteers handbook
  - The volunteer will be reimbursed for travel and provided with expenses for lunch where they are required to volunteer for more than 4 hours a day.
9. The way in which we develop the volunteer role, recruit our volunteers, and support our volunteers in their role will all contribute to our successful delivery of these commitments. We have compiled this booklet for all those who want to engage volunteers. Please ensure that you follow the advice and guidelines during the process of setting up a volunteer role, engaging volunteers and during the period that they are carrying out a volunteering role, noting that you must deliver the four commitments set out in paragraph 7 above.

### **Developing the volunteer role**

10. The first step is creating a role for volunteers or identifying a gap in what you do, that could be ideally supported through the use of volunteers remembering that volunteers must never be used for a paid officer role. The questions you will need to answer to decide on whether creating a volunteer role is the right move for your team are:

- Does the role fit the criteria for volunteering?  
Some examples of the roles volunteers have done are people to support events such as Fireworks night or Bermondsey Carnival, young people test purchasing cigarettes and other restricted purchases, people supporting the summer reading programme in our libraries, a photographer for engagement activities, community champions
- **Criteria for volunteering** is work that is a short term project or initiative to carry out a specific task or time limited exercise, a new idea being tested, some additional research for a team, or additional service that staff are unable to deliver, or bringing an additional skill to the service. Volunteers can also act as independent advocates or support individual members of the community. This is not an exhaustive list of the roles a volunteer can carry out but a volunteer must never be engaged to carry out the role of a paid member of staff
- Do you or your team have the **capacity to manage** a volunteer?

A volunteer will need to be recruited, and have a dedicated supervisor to oversee and manage their role. Is there someone in the team who can provide this support an additional member of the team will require?

- Is a Data Barring Service (**DBS**) check required?  
Some types of work e.g. working with vulnerable (with mental and physical health problems or young people may require a DBS, if the role requires this you will need to liaise with HR to arrange
- Would this role be better suited to a council intern or apprentice or offered as work experience to a school leaver or work experience for a Southwark Scholar? If you want to talk about these opportunities there are a number of staff around the council who can help.
  - a) Lorna Fraser Apprenticeships and Pathways Manager
  - b) Caroline Kandaya Internships manager
  - c) Osmani Lulzim, Education and Business Alliance Manager
- Work experience is best suited for someone who is training in a field that they need practical experience in or a school aged person who is required to attend a work place to gain experience of a working environment and skills needed.

11. The next task is to devise the role for the volunteer. To do this you will need to

- Set out what you would like the volunteer to do, the vision and purpose of the role and team
- Identify what skills are required to carry out the role e.g. good knowledge of excel, photography, knitting.
- Identify the time commitment required and how this might be delivered across the working week. Is this a new piece of work or project that is time limited?
- This information can be used as the basis for the volunteer agreement.
- If volunteering remotely, do they have equipment in order for them to do so. Will they need to be trained to use certain online apps
- Remember that volunteering is not the same commitment as it is in a paid position and you will need to have some flexibility in the hours that they attend. It needs to fit in with their life, college, university, caring and child care.

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12. When devising the role thought should also be given to how the role might support the development of the volunteer, build their confidence, support their wellbeing and contribute to their growth and the training that may be needed to make this a reality.

13. When drafting the role description think about where the volunteer will be based, in an office or out in the community; what tools do they need to carry out their role; what support do they need from a staff member. The answers to these questions will help you decide what skills your volunteer will need and also help in designing the questions that you ask at interview.

14. There is a volunteer **role description template** (1) that you can use attached at the end of this document. The role description can also help you prepare your advertising and promotion of the role.
15. As part of this early preparation work you will also need to prepare a Risk Assessment. This will help you to identify any particular skills or conditions that you might need to add to the role description or to raise during the interview to ensure that the role is suitable for the volunteer candidate. There is a **risk assessment template** (2) that you can use attached at the end of this document.
16. Every volunteer will need a **named supervisor**. It would be useful if this person was identified at this early stage so they are able to be involved in the planning and preparation of the opportunity, and the recruitment of the volunteers. Think about whom in your team has the capacity and skills to be that person. This can also be a learning opportunity for a team member. Agree what is expected of a named supervisor and ensure that you have someone who is involved or has knowledge of the work the volunteer will be doing..
17. Southwark Council teams cover a broad spectrum of services and the voluntary roles vary from one team to another. Where the use of volunteers is for a one off activity such as trading standards mystery shoppers or events team's stewards/helpers, the preparation of this information should be proportionate but it is still important to set out clearly tasks you would like the volunteer to do, the skills they will need, and the time commitment required.

## Recruiting Volunteers

18. Volunteering can have a huge impact on someone's life course, health and well being and open up a significant range of pathways for their future working and social life. For these reasons it is very important that access to council volunteering opportunities is open and we facilitate access, and don't unwittingly create pathways that compound disadvantage.
19. Where and how we advertise these opportunities is important to addressing concerns about who volunteers. We work in partnership with Communities Southwark who we commission to work with us on the Southwark Volunteering Strategy and also to find placement for volunteers, supporting some of our more vulnerable residents. All volunteering roles should be advertised with Communities Southwark. In addition:
  - Southwark Works also supports some of our most furthest from work residents and it is important to ensure that they are aware of any opportunities.
  - Do-it.org lists volunteering opportunities
  - Southwark website and the Source.
  - The internship, schools and business partnership and OD apprenticeship teams should also be notified.

20. Critical to encourage active participation in the opportunities on offer is the way in which teams are able to make clear the role, the tasks, the skills required and the time commitment needed to fulfil the role. Although some roles will allow for the volunteer to be trained into the role.
21. In addition to including the information about the role the advertisement should also include the following information:
- If the volunteer is required to have a DBS
  - Southwark is an Equal Opportunities and Diversity employer and this also applies to volunteers
  - Explain how this role will help the department or team achieve its goals
  - The skills and experience that the volunteer can gain in the role
  - The volunteers will be asked to provide ID at the point that they are offered the role, this could be their passport, ID card or visa. This will be copied prior to the start date.
  - Make clear the recoverable expenses e.g. travel to and from work, lunches, role specific expenses
  - References will be needed
22. Try to be flexible in your requirements and consider inclusion and equality in the writing of the role description, and use plain English.
23. All volunteer role **advertising should be checked** by the departments HR business contact before publication.
24. You will also need to decide how you intend to run the recruitment process. This will very much depend the nature of the opportunity
- Is it a fixed period or one off event or project such as supporting summer engagement activities?
  - Is it a repeated activity such as helping out the events team
  - Is it an ongoing task such as running an activity in a library
25. To reflect these different types of volunteer opportunities the team could have continuous recruitment open at all times with recruitment either straight into an activity or to a bank of helpers or it could recruit in similar ways to an employee with deadlines for advertising, response and engagement on the project. Your team will need to decide what best fits the activity and the team capacity and how you can manage the interest your volunteer opportunity might generate.
26. Anyone who contacts you in relation to a volunteer opportunity should receive a response even if we feel that they are unsuitable for the role. The response should be simple, thanking them for their interest, stating that unfortunately at this time not able to consider for the role and suggesting that they continue to look on Southwark website for opportunities. Where you are interested in someone who has put themselves forward they should be interviewed.
27. The application process should be less formal than for a paid role or placement. The form you ask people to complete or cover letter you ask people to send in

should be simple and straight forward but you will need to find out about the following:

- Does the person have the appropriate skills or knowledge to carry out the tasks you require
- Their basic contact information
- Referees you can contact
- Ask people to complete the **monitoring data form (3)** (one is attached to this document)
- Volunteers who require a DBS check to carry out their role will be asked to complete the appropriate forms, this may include a declaration about previous convictions along with information if they are spent or outstanding. All roles will be offered to those that fit the criteria and previous convictions will be considered by the person who will be taking you on. See Rehabilitation of Offenders advice and speak to HR for further guidance.
- There is a template **form** that you can use for **recruitment (5)**

28. Sometimes people will contact your service to request to volunteer. If you do not have a volunteer vacancy please refer the individual to one of the organisations or websites listed in paragraph 17.

29. Sometimes an individual will approach you with an idea about how they could volunteer in your service. If this should happen meet to discuss the idea and then consider if you can accommodate a volunteer in this way and draft an agreement, and check the skills and engage the volunteer as described below.

30. Interviewing volunteers is a much less formal process than interviewing for staff. It is recommended that it is carried out by 1 or 2 people. One of them ideally to be the named supervisor, that has been identified as the volunteers primary point of contact for the duration of the volunteer role.

- Try to arrange an informal and comfortable venue for the interview to take place.
- Keep the interviews short and informative, asking only the essential questions.
- Remember that some people may suffer from nerves and anxiety at interviews, try to make them feel comfortable and relaxed.
- Ask what they would like to learn or experiences they would like to gain as well as what they would like to bring to the role. The information gathered here can be used to prepare the volunteer agreement.
- Make it known to the volunteer that references will be taken up prior to confirmation if you intend to offer the individual the role. Ideally this should be a professional referee such as a previous employer/college tutor/teacher and a personal referee such as someone who has known them for more than 5 years. However you need to be mindful that not everyone will be able to provide this e.g. someone who has been unwell for a period of time or someone who has been caring, and we should ensure that the processes we put in place does not prevent people from giving back to their communities or gaining new skills and experience

and recognise that this may be the first step on a journey to transform their lives.

## Supporting Volunteers

31. Nearly everyone who volunteers for Southwark will have a really strong connection with the borough and nearly all will be resident. The experiences the volunteer has while engaged with us will have an impact on what they think and feel about the council and also the feelings of those they are connected to and impact on our reputation.
32. How we support our volunteers will make a huge difference to how effective they will be in the role, the benefits they bring to and the benefits they gain from this relationship. There are some key activities we must put in place to build the right support so the volunteering is mutually successful. By generally adopting the same policies and practices you would for staff this will help contribute to positive outcomes e.g. Southwark ways of working.
33. Organising for your **volunteers start day** is one way of getting everything off to a good start, and you should think about the following:
- Ensure that you have a prepared Volunteer Agreement to go through with your volunteer
  - Set aside time in your calendar so that you have enough time to go through all the documents and induction process with the volunteer
  - Prepare to get the Southwark Council Security badge and IT access (where applicable)
  - Send out information with clear instructions about start date and time, where to meet and what to expect on arrival and who to contact.
34. The induction process should follow the 7 Ps and be about
- 1. **P**eople (who they will be working with)
  - 2. **P**remise (where they will be volunteering)
  - 3. **P**racticalities (where do they go to the bathroom, who do they call if they are sick),
  - 4. **P**olicies and **P**rocedures (volunteer policy with all info)
  - 5. **P**roblem solving (who do they go to if they have a problem and how will that be resolved)
  - 6. **P**urpose of organisation (who you are and what you do)
  - 7. **P**osition, (where the volunteer fits in)
35. All volunteers will have a named supervisor who will conduct an **induction** session with them beginning the day that they start their volunteer role and to be completed as soon as possible. The induction could be a mixture of face to face learning and self learning activities and is the key way you have of making the individual feel a part of the team. The induction as a minimum should cover the following:

- Go through the **volunteer agreement** and agree hours and days that they will attend to carry out the volunteer role. Sign and copy the agreement. Attached at the end of this document is a **volunteer agreement template (4)**.
- **Ask your volunteer to complete an Equality Analysis Form**
- Introduce the volunteer to the team they will be working with, equipment and information that they will need to use to do the role
- Show and train (where necessary) what you will be asking your volunteer to do
- Tell them how their role will help the department meet its aims
- Introduce them to work colleagues
- Give them the volunteer handbook for guidance and information
- Advise them of any health and safety needs such as evacuation (fire alarm) procedure
- Advise them how to claim travel expenses and set out the circumstances they would be entitled to any other expenses such as lunch
- Allow the volunteer to also set some of their personal goals for the time they will be volunteering and set out any agreed training that will support the volunteer meet these personal goals e.g. may wish to improve their presentation skills and a combination of in work experience and training through my learning may support them do this.

36. You may also want to cover, especially if the volunteer will be supporting the team deliver over a number of sessions or the tasks and responsibilities are project based:

- Confirm and record the learning goals in the volunteer agreement
- Confirm that they agree to **confidentiality** policy using **template (6)**
- Inform them on the procedure for reporting non-attendance i.e. sickness and holiday leave
- Show how you would like them to log their hours (and explain why we do this)
- Identify health and safety policy and local risk assessment
- Identify what information or training is required for the volunteer that they will be asked to be familiar with or undertake; i.e. safeguarding/confidentiality/health and safety
- Inform the volunteer about regular meetings with the named supervisor (1-2-1s) and team meetings
- Give a tour of the building and facilities

37. One off days of volunteering would not need to carry out all of the above but will need to provide the necessary information on Safeguarding and Health and Safety and the named person whom they will report any potential issues to.

38. The volunteer agreement should form the basis of supervision and performance management of the volunteer.

39. We do not expect any volunteer to be out of pocket for **expenses** to travel to the location of the volunteer role or for lunch expenses (dependant on the hours that

they are volunteering). The volunteer supervisor will need to receive receipts for travel and lunch expenses each week. the expenses should be applied at the following rate:

- **Travel**; the cost of a one day bus pass or for a return train journey from the home address (within Southwark) to the agreed Southwark Council building (all other travel outside of this area must be agreed)
- The **lunch allowance** of £5.00 is for those volunteers who are committing to carry out the role for more than 4 hours in one day. This will be discussed and agreed with the volunteer at the time of agreeing the volunteer role and signing of the volunteer agreement.
- Other **out of pocket** expenses agreed with the service prior to expenditure

40. For steps to reimburse volunteers please see the attached **expense claim guidance (7)**;

- A copy of the signed volunteer agreement, identity document and application form is provided to HR for setting up the volunteer on SAP
- Inform the volunteer of what they need to do and give them a copy of the expense claim form along with requirement of proof of expenses, receipts.
- If all the information is correct, the claim is deemed valid and the expense claim form is countersigned by the volunteer supervisor.
- The volunteer supervisor then submit the expense claim on behalf of the volunteer using SAP and the supporting documents (completed expense claim form and receipts) are uploaded to SAP.
- An email will be sent by SAP to the volunteer supervisor when the claim is successfully submitted along with a reference number.
- A claim is authorised for payment by payroll when it is submitted by the volunteer supervisor – no secondary authorisation is required.
- A copy of all submitted claims are retained by the volunteer supervisor for auditing purposes

41. All volunteers will be covered by Southwark Council's insurance while they are engaged in any voluntary role on our behalf. Volunteers should be provided with a paper copy or a link to our Health and Safety policy. [Southwark Safety Reference Manual](#). Identify the areas that are relevant to your volunteer and refer those who have I.T access to the Source. Ask the volunteer to report any Health and Safety concerns immediately to you.

42. Training for the new volunteer role will need to be undertaken as soon as possible, following the induction. The named supervisor or a delegated person will need to undertake any information sharing and training needed to carry out the role.
43. The volunteer must have access to 121 support during the first days of their role to ensure that they are confident in carrying out the task.
44. Some volunteers may be in a role where they come across confidential information relating to residents of the borough or to other sensitive material. It is very important to us as a council to ensure that the information that we have on individuals, projects or in conversations is kept confidential. We will ask that those volunteers that may be exposed to anything confidential take an online training course on GDPR and confidentiality.
45. The named supervisor will be the main point of contact to answer any questions that a volunteer may have and will check in with volunteers regularly to make sure the volunteering experience is going well. This is the person who has responsibility for dealing with any complaints, problems or concerns about the volunteering role. All endeavours should be made to resolve any concerns promptly. If the volunteer is not satisfied with the resolution provided by the named supervisor they will have the ability to escalate the matter to a higher manager within the team/department. Please see attached a form that the volunteer should complete to begin the **formal complaints** process. Complaints should be resolved within 20 days by the appropriate team manager.
46. A volunteer is part of the team and will be contributing to the services that the council is delivering to the Southwark community. They should be invited to participate in team meetings; their views should be valued and recognised as a contribution to team efforts.
47. Southwark Council complies with equal opportunities and anti-discrimination legislation. We welcome volunteers from all backgrounds and are committed to promoting equality, inclusion and creating an environment where everyone is treated with respect and dignity.
48. After completion of an agreed period of volunteering, the named supervisor will be able to give volunteers a reference for future employers. This can be requested in writing or by email to your named supervisor. If the named supervisor is no longer in the employ of Southwark Council a project lead/manager will be able to take the place of the named supervisor in supporting you with a reference. For a period of 3 years after the end of the volunteering period.
49. Before they leave the volunteering role please ask that they complete a volunteer feedback form. This will help us to assess what has worked well in the role and also areas that we can learn from and adjust to improve the experience. Please see attached **volunteer leavers** feedback form

We ask that you give a very big thank you for the time that the volunteer has given to Southwark Council and wish them all the best for their future, you should consider nominating your volunteer for an award either through the civic awards run by the Council or Southwark Stars programme run by Community Southwark. .



# Volunteer Handbook

2020

Southwark Council would like to welcome you as a volunteer and hope it will be an enjoyable and positive experience for you.

We have compiled this handbook for all those who come to volunteer for Southwark Council, as a guide to what you can expect from us and what we expect from you. Please ensure that you read it and use it during your time with us.

## **Content**

1. Background information
2. Volunteering for Southwark Council – what you can expect from us
3. What we expect from you
4. FAQs

### **1. Background**

Southwark has a great history of people volunteering their time for the benefit of the Southwark communities. From the early days of the Settlements and the Boys Clubs youth provision to more recent volunteering during the London Olympics in 2012, Southwark residents have always been supportive of volunteering.

There are many reasons why people want to volunteer, from using their skills to learning new ones. Some people want to have more activity and social engagement in their lives and volunteer to bring a new experience into their life. People volunteer from all age groups some informal and others in a more formal and structured way.

While many people volunteer for charities and in community groups Southwark also has about 500 people who volunteer each year in a range of roles at the council.

Southwark Council is made up of many different teams and departments all doing fabulous work in keeping services going for the residents of Southwark. Volunteers are involved in providing services for the council, and your role is important part of providing high quality experience for residents.

### **About Southwark**

Southwark is a historic and vibrant inner city borough. As of 2016 we are the third most densely populated borough in London with a population of 310,600 people. We are the largest social landlord in London.

We have a young population (the average age is 34.2 years old) our communities are comprised of people from a wide range of countries and cultures. 47% of our communities belong to an ethnic minority and we have the largest Black African population in the country.

The number of older people in Southwark is below the London average but many do volunteer or engage with organisations that have volunteers help in delivering services.

Volunteering can have a great impact on wellbeing and can help bring people together from different parts of society. We want to ensure that volunteering is open to all and that Southwark Council is able to involve volunteers in a meaningful and mutually beneficial way.

All departments within the Council are working to achieve Southwark's' Vision and Fairer Future goals, your volunteer role will help us to deliver on these.

### **Everyone at the Council is working to make sure people in the borough have**

- the best start in life: clean air, great schools and opportunities to thrive;
- the quality homes that you and your family need;
- A great place to live with clean, green and safe communities
- A healthy borough where your background doesn't determine your life chances;
- Full employment, where everyone has the skills to play a full part in our economy.

This work is underpinned by Southwark's' Values which are:

- Treat residents as if they were a valued member of our own family
- Be open, honest and accountable
- Spend money as if it were from our own pocket
- Work for everyone to realise their own potential
- Make Southwark a place to be proud of
- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism.

## **2. Volunteering for Southwark Council - What you can expect from us**

### **Before you Start:**

You will be given a volunteer agreement which will set out the following:

- Purpose of the role
- Tasks for the volunteer
- Hours and days for working
- The agreed reimbursement for expenses
- Any Learning and development goals for the volunteer
- Any role specific expectations
- Sets out how your work will be supervised

You will be asked to sign the agreement and read any policies relevant to your role

### **Induction**

You will have a named supervisor who will provide an induction to Southwark Council and the role on your first day .

### **The induction will cover:**

1. People (who you will be working with)
2. Premises (where you will be volunteering)
3. Practicalities (where do you go to the bathroom, who do you call if you are sick),
4. Policies and Procedures (such as health and safety, confidentiality etc)
5. Problem solving (who do you go to if you have a problem and how will that be resolved)
6. Purpose of organisation (who you are and what you do)
7. Position (where you fit in)

### **Expenses**

We do not expect any volunteer to be out of pocket for expenses to travel to the location of your role or for your lunch expenses. Your supervisor will explain how you can claim your expenses and the forms that you will need to complete. We do have maximum agreed amounts for travel and lunch reimbursements, see below

- Travel; the cost of a bus pass for a return journey from your home to the Southwark Council building (all other travel outside of this area must be agreed)
- The lunch allowance of £5.00 is for those volunteers who are committing to four or more hours in one day. This will be discussed and agreed with you when you agree the hours you will complete.

### **Support and Supervision**

Volunteers will be provided with a named supervisor and have one-to-one supervision. Supervision will give you the opportunity not only to discuss the volunteer role and work plan but provide a chance for you to talk about any concerns and feedback you have. Training and support needs will also be discussed in these meetings. In addition to formal supervision, Southwark council have an 'open door' policy where issues can be raised with your supervisor at any point.

### **A healthy and safe environment**

You will be covered by Southwark Council's insurance while you are engaged in any voluntary role on our behalf. You will be given information and access to our Health and Safety policy and training.

If you see anything that you feel is unsafe you are asked to report it to your supervisor or other team member immediately.

### **Training**

You will have access to training opportunities provided by the Council and Community Southwark. We value you and are keen to help you gain valuable experience and training during your time volunteering with us.

### **Confidentiality**

Some volunteers may be in a role where they come across information relating to residents of the borough or to other confidential material. It is very important to us as a council to ensure that the information that we have on individuals, projects or in conversations is kept confidential. We will ask those of you that may be exposed to anything confidential take an online training session on GDPR and confidentiality and sign a declaration that you understand about confidentiality.

Your personal details will be kept secure and not passed onto other parties without prior agreement from you, unless we are required to share this information by law.

### **Any problems that you experience**

Your named supervisor will be able to answer any questions that you may have and will be happy to check in with you regularly to make sure your volunteering experience is going well for you.

As a volunteer and as part of the team you will be contributing to the services that the council is delivering to the Southwark community and will be recognised for your contribution.

Please discuss any areas of your volunteering tasks with members of staff, but if you have any questions relating to the items in this handbook please discuss them with your named supervisor.

Please do tell your named supervisor if you have any problems or concerns about your volunteering role, we will endeavour to resolve any concerns promptly. However, if you are not satisfied with the resolution provided by your supervisor you will have the ability to escalate the matter through our volunteering complaints procedure.

The volunteers complaints process will ensure that your concerns are escalated to a senior manager within your volunteering area. This allows the matters you have raised to be further explored. In order to escalate these matters you will be asked to complete the complaint form and hand it to your supervisor or their manager.

We will aim to resolve any escalated matters within 20 days of the complaint being received.

Please also look at our whistleblowing policy.

### **Equal Opportunities and anti-discrimination legislation**

Southwark Council complies with equal opportunities and anti-discrimination legislation. We welcome volunteers from all backgrounds and are committed to promoting equality, inclusion and creating an environment where everyone is treated with respect and dignity.

For further information on Southwark's commitment to equality within the community please click on the following link:

### **Celebrating the contribution of volunteers**

National Volunteers' Week is held during the first week of June. Our partners Communities Southwark hold an annual event to celebrate the contribution made by volunteers in the borough.

### **References for volunteers**

After completion of an agreed period of volunteering, your supervisor will be able to give you a reference for future employers. This can be requested in writing or by email to your named supervisor. If the named supervisor is no longer in the employ of Southwark Council a project lead/manager will be able to take the place of the named supervisor in supporting you with a reference.

## **3. What we expect from you**

We would like you to carry out your volunteering role to the best of your ability. You should talk through your role description with your named supervisor and project leader. Please do ask for help when you need it - we want all our team, including volunteers, to feel supported.

While volunteering at Southwark Council we ask that you treat members of staff and other people who we engage with respectfully. We will not accept behaviour that causes offence, disrespect, or harm. Please ask to see our Southwark ways of working document and respect at work policy if you would like to know more about the standard that we expect.

### **Commitment**

Having discussed and agreed a Volunteer Agreement with your named supervisor we would like to have your commitment to carrying out your volunteer role to the best of your ability.

We will agree your volunteering hours with you and of course we understand if things come up, you can't attend or you need to reduce your hours or change days etc. If anything changes and for whatever reason, including sickness and you can't volunteer, then if you could inform us as soon as possible so we.

We expect you to adhere to our policies and procedures particularly around our values and mission.

## **Leaving**

If you are no longer going to be available to volunteer please do give your supervisor or project lead as much notice as possible, so that arrangements can be made to organise a replacement.

## **Feedback**

Before you leave your volunteering role please complete a volunteer feedback form. This will help us to assess what has worked well for you in your role and also areas that we can learn from and adjust to improve the experience.

## **FAQs**

### **Can I volunteer if I am an asylum seeker or refugee?**

YES! Your UK status does not affect you being able to volunteer in the UK. Volunteering can be undertaken at any stage of the asylum process but such activities must not interfere with scheduled events such as a substantive asylum interview, regular reporting event or re-documentation interview.

### **Where do you keep the policies that affect my role?**

During your induction you should receive the relevant policies. This Handbook provides a summary of our policies but you can find more details on the Source. Your Volunteer Supervisor can give you any policies needed, or show you where they are just ask!

### **I need to keep a record of my hours how can I do this?**

If you are working in the main office you will be able to record your hours through the clocking in system used by staff. If not please speak to your supervisor about how you can do this.

### **Can I volunteer while claiming benefits?**

Yes, you can volunteer so long as you continue to meet the requirements of the benefit you are claiming.

## **Thank you for your time with us**

A very big thank you for the time you have given to us. We hope that you have enjoyed the volunteering role that you have carried out for Southwark Council and

that you have had a positive experience of gaining new skills and meeting with new people. All Southwark Council volunteering roles have benefits to the residents and communities of Southwark.



**APPENDIX 3**

**Equality and health  
analysis guidance and  
template**

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## 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](http://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

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<b>Proposed policy/decision/business plan to which this equality analysis relates</b>	- Volunteer Policy
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<b>Equality analysis author</b>	Lynne Ottaway-Reid				
<b>Strategic Director:</b>	Caroline Bruce				
<b>Department</b>	Environment and Leisure	<b>Division</b>	Communities		
<b>Period analysis undertaken</b>	2020				
<b>Date of review (if applicable)</b>	January 2022				
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

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

### 1.1 Brief description of policy/decision/business plan

This equalities analysis relates to the Southwark Volunteering Policy and offers opportunity for interested Southwark residents to participate in volunteering at Southwark Council and the decision to standardise the volunteering management practices for all volunteers and teams across the Council

The drivers for this policy preparation was an internal audit carried out by BDO an independent organisation in August 2019, and the need to ensure that the council is able to sign the Southwark volunteers charter and model of good practice for the Borough. The report indicated recommendations including a central policy to improve the management of volunteers throughout Southwark Council. This recommendation is considered best practice as according to The National Council of Voluntary Organisations.

Southwark Council would like to lead by example and implement the recommendations set out in the report from BDO. To produce and adopt policies and processes that will allow us to achieve the Southwark Good practice Charter that is overseen by our partners Communities Southwark and conforms to the NCVO guidelines of best practice in Volunteer Management.

In order to achieve these twin goals the policy sets out the following principles:

- Our recruitment of volunteers will be open, transparent and fair so that all residents have equal access to the opportunities available
- All volunteers will be provided with a volunteer agreement which will set out the purpose of the role, describe the tasks and hours and days of work and any learning and development goals for the volunteer
- The volunteer will have a named supervisor and be supported to deliver their role and provided with an induction to the organisation and a volunteers handbook
- The volunteer will be reimbursed for travel and provided with expenses for lunch where they are required to work more than four hours a day

The decision maker is the cabinet member for Communities.

### Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
<p><b>Key users of the department or service</b></p>	<p>Volunteers will be primarily residents of Southwark, who are looking to volunteer for any one of the following reasons;</p> <ul style="list-style-type: none"> <li>• Looking to update skills and experience</li> <li>• To add to their CV as relevant recent experience</li> <li>• To feel that they are contributing to society</li> <li>• Health and Wellbeing benefits</li> <li>• To do something that they feel passionate about</li> <li>• To help in carrying out a project</li> <li>• To participate in something that brings benefit to the community</li> <li>• To meet new people</li> <li>• To get a new experience</li> <li>• To feel useful</li> </ul> <p>Departments that have indicated that they use volunteers;</p> <ul style="list-style-type: none"> <li>• Libraries and Heritage</li> <li>• Trading Standards</li> <li>• Events</li> <li>• Appropriate Adult Service – Youth offending</li> <li>• Children’s and Adult Services</li> <li>• Child Sexual Exploitation Prevention – Housing</li> <li>• Pause practice lead</li> <li>• Communities</li> <li>• Out of hours Social Work team</li> </ul> <p>Due to not keeping central records we do not have comprehensive equalities monitoring or information from across the protected characteristics. One of the changes we will implement with this new policy is that this information will be recorded.</p>
<p><b>Key stakeholders were/are involved in this policy/decision/business plan</b></p>	<p>In May - June 2019 a short consultation was undertaken to establish what teams in the Council have volunteers and asking them questions about their volunteer management. Through this we captured some basic information about numbers of volunteers and the processes employed to manage them.</p> <p>Subsequently we held a workshop with the key officers who work with the volunteers. All officers were keen to have a more supported and standardised policy for working with volunteers, that sets out the guidelines on how to work with volunteers going forward, but which manages to set out the basic principles from which teams could build practice that suited their individual requirements for volunteers.</p>

	<p>Key stakeholders in the workshop event where;</p> <ul style="list-style-type: none"> <li>• Human resources</li> <li>• Communities Southwark</li> <li>• Communities</li> <li>• Officers from each of the teams with volunteers; Libraries, Environment, Tenant Management, Child Sexual Exploitation, Adult and Childrens Services, Communities, Youth Offending Team, Trading Standards,</li> </ul> <p>Unfortunately Covid 19 interrupted the process of another meeting but the draft documents;</p> <ul style="list-style-type: none"> <li>• Southwark Council Volunteering handbook</li> <li>• Southwark Volunteer Management handbook</li> </ul> <p>were distributed for comment and further recommendations.</p> <p>All volunteers will be required to complete a Southwark Equalities monitoring form, which will help us to analyse the protected equalities characteristics and equalities commitments and support the council to monitor how the use of volunteering is fair and supports equal opportunities.</p> <p>We will ask that volunteering opportunities are promoted to communities from the equalities protected characteristics.</p> <ul style="list-style-type: none"> <li>• Southwark's lesbian, gay, bisexual, and transgender (LGBT) network should be more proactive in encouraging take up of opportunities</li> <li>• Young people affected by unemployment and lower opportunities to gain work experience, take up of volunteering opportunities by young people</li> <li>• Age will not be an issue for people who volunteer at Southwark Council as we understand that people of all ages can benefit from volunteering</li> <li>• BAME residents who are looking for work experience to populate CVs in a field of work that they have not had the opportunity to enter into previously</li> <li>• Disabled residents that may need DSE, DDA support to carry out a volunteer opportunity</li> <li>• People from ethnicities that reflect the population of Southwark, who would benefit from volunteering opportunities.</li> </ul>
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## 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.

<b>Age</b> - 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).	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>Both young people and older people are key cohort for volunteering. Southwark young people's plan indicates that we want to encourage young people to volunteer within the Council's Youth Council and create youth representative roles at each secondary school, and in other organisations/services (e.g. YOT, LAC, LGBT, SEN). The Age friendly agenda and results from our work so far have indicated that older people need more opportunities to get involved in volunteering and Tackling isolation and supporting opportunities to meet people and have fun especially through community based activity and the voluntary sector. Tackling Loneliness and Social Isolation in Southwark recommends volunteering as a good way to counteract feelings of loneliness.</p> <p>This policy will support these ambitions by improving the ways we advertise and recruit volunteers and the support we provide while they are supporting the work we do and will have a positive impact in relation to age.</p>	<p>Access to volunteering and good quality experiences will improve mental well being by supporting personal growth and tackling loneliness.</p>
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
<p>Southwark is the third most densely populated borough in London with an estimated population of 310,000, and is predicted to increase by 37,000 over the next 10 years. The average age of the Young Population is 34.2 years.</p> <p>The 2011 census indicates that Southwark has a shrinking older population, with approximately 10%</p>	

<p>of residents being 60 +. This is a lower percentage than the rest of London and England.</p> <p>There is an increase in the number of young people not in employment, education and training which in 2012 was higher than the national average across London and England.</p> <p>The main beneficiaries of volunteering are Children, Young People and Families (23%). 4% of the volunteers were people that were under the age of 20 years old, with 38% volunteering in the 30-45 age range. Only 3% of volunteers were 65+ age range - <i>people that approached Community Southwark for support in quarter 4 monitoring for January – March 17</i>).</p> <p>37% of the people that visited the Volunteer Centre in 2016/2017 were aged between 30 and 35 which are consistent with the demographics of the borough.</p> <p>Covid 19 has made it even more difficult for several of the protected characteristics to participate in volunteering due to their enhanced vulnerability and susceptibility to being severely affected by the virus., etc.</p>	
<p><b>Mitigating actions to be taken</b></p>	
<p><b>None required</b></p>	

<p><b>Disability</b> - 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>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p> <p>The policy will have a positive impact on all residents. We are collecting information on the needs of people with disabilities and how we can make volunteering opportunities more accessible.</p> <p>We are also collecting information and Good Practice on projects that work with people with disabilities in order to identify and create suitable volunteering opportunities.</p> <p>It is not clear how many of our volunteers are disabled and it is possible that people who are</p>	<p><b>Potential health impacts (positive and negative)</b></p> <p>People who are disabled are disproportionality affected by loneliness and find it harder to access employment any work that improves access to volunteering opportunities should have a positive impact on peoples' health and well being.</p>

disabled may not be accessing opportunities.  In the absence of more information the impact is assessed as neutral.	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
(19% of the volunteers were people with a disability - <i>people that approached Community Southwark for support in quarter 4 monitoring for January – March 17</i> ).  22% of the people that visited the Volunteer Centre in 2016/2017 self defined as having a disability.	
<b>Mitigating actions to be taken</b>	
Liaise with the Disability Forum that is held by Community Southwark and Southwark Disability Association to find out what disabled people feel the roles best suited to them are and work with the organisation to promote opportunities and support disabled applicants. Quarterly monitoring of all departments with volunteers	

<b>Gender reassignment</b> - The process of transitioning from one gender to another.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
We have very limited information about gender reassignment and are unable to identify any particular impacts on this protected characteristics. However any person taking a position as a volunteer will be treated in accordance with our equal opportunities policies and have access to the complaints process	
<b>Equality information on which above analysis is based.</b>	<b>Health data on which above analysis is based</b>

<b>Mitigating actions to be taken</b>	

<p><b>Marriage and civil partnership</b> – 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. <b>(Only to be considered in respect to the need to eliminate discrimination.)</b></p>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p>	<p><b>Potential health impacts (positive and negative)</b></p>
<p>The strategy will support and positively promote volunteering across all of the protected characteristics.</p> <p>There is a large body of legislation and regulation which provides a range of individual protections including the Equality Act, the Part-time Workers Regulations, Rehabilitation of Offenders etc. All HR procedures have been written to reflect an employer's statutory responsibility on equal opportunities and the council's commitment to managing diversity.</p>	
<p><b>Equality information on which above analysis is based</b></p>	<p><b>Health data on which above analysis is based</b></p>
<p>Southwarks Equality and Diversity policy states ;The Council is committed to eliminating discrimination related to marital status within the workplace by promoting fair and flexible practices. Wherever possible removing barriers and promoting opportunity. It is unlawful to discriminate against workers, employees, job seekers and trainees because of their marital status, perceived or actual.</p> <p>As a public body the Council has a duty to:-</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment and victimisation.</li> <li>• Advance equality of opportunity</li> </ul>	

<ul style="list-style-type: none"> <li>• Foster good relations</li> </ul> <p>Data not collected by Southwark Council or Community Southwark.</p>	
<b>Mitigating actions to be taken</b>	
<p>Monitoring of all those applying to volunteer with Southwark Quarterly monitoring of all departments with volunteers</p>	

<p><b>Pregnancy and maternity</b> - 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>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p>	<p><b>Potential health impacts (positive and negative)</b></p>
<p>The strategy will support and positively promote volunteering across all of the protected characteristics.</p> <p>There is a large body of legislation and regulation which provides a range of individual protections including the Equality Act, the Part-time Workers Regulations, Rehabilitation of Offenders etc. All HR procedures have been written to reflect an employer's statutory responsibility on equal opportunities and the council's commitment to managing diversity.</p>	
<p><b>Equality information on which above analysis is based</b></p>	<p><b>Health data on which above analysis is based</b></p>
<p>Southwark's Equality and Diversity policy states ;The Council is committed to eliminating discrimination related to marital status within the workplace by promoting fair and flexible practices. Wherever possible removing barriers and promoting opportunity. It is unlawful to discriminate against workers, employees, job seekers and trainees because of their marital status, perceived or actual.</p> <p>As a public body the Council has a duty to:-</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment and victimisation.</li> <li>• Advance equality of opportunity</li> </ul>	

<ul style="list-style-type: none"> <li>• Foster good relations</li> </ul> <p>Data not collected by Southwark Council or Community Southwark.</p>	
<p><b>Mitigating actions to be taken</b></p>	
<p>Monitoring of all those applying to volunteer with Southwark Quarterly monitoring of all departments with volunteers</p>	

<p><b>Race</b> - 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>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p>	<p><b>Potential health impacts (positive and negative)</b></p>
<p>The strategy will support and positively promote the diversity of the borough by bringing people together from different races in a mutually beneficial encounter. If the volunteering is long term it can lead to the building of stronger relationships.</p> <p>In developing their existing skills base and the promotion of their personal well-being volunteers have access to better job opportunities, become better equipped for the market place and will have a greater impact on the local economy in Southwark.</p> <p>The policy promotes and supports accessing community resources and using the local knowledge and expertise of volunteers. In developing such skills and knowledge on the ground we are better to able to understand and know our communities.</p> <p>During SST engagement one of the issues that emerged was how the BAME community have lacked the networks they can call upon to support their individual development and career progression. Early volunteering opportunities can help to mitigate this.</p> <p>In these respects the policy could have a positive impact on BAME communities.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
<p>47% of Southwark communities belong to an ethnic minority and the borough has the largest Black African population in the country.</p> <p>The second highest numbers of beneficiaries of volunteering are Black, Asian, Minority Ethnic and Refugee at (11%). 39% of White British and 40% of Black or Black British were active volunteers - <i>people that approached Community Southwark for support in quarter 4 monitoring for January – March 17</i>).</p> <p>Between 2016 and 2017 42% of Black or Black British visited the volunteer centre at Community Southwark with White (British/Irish/Any other White Background) as the second highest group at 36%.</p> <p>(66% of the volunteers were people that were unemployed - <i>people that approached Community Southwark for support in quarter 4 monitoring for January – March 17</i>).</p> <p>34% of employed people volunteered with over half of the people in this time period volunteering that were unemployed (66%) – <i>people that approached Community Southwark for support in quarter 4 monitoring for January – March 17</i>). 30% of the people that visited the Volunteer Centre in 2016/2017 stated that they were in employment.</p>	
<b>Mitigating actions to be taken</b>	
<b>None required</b>	

<b>Religion and belief</b> - 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.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
It should be noted that a significant number of our people with faith are also BAME. The policy will	

have a neutral impact on people as a consequence of their faith.	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
<p>From that population number, 52.5 %, of people say they are Christian; 8.5 say they are Muslim. Other minority faiths in the borough include, Buddhist, 1.3%; Hindu, 1.3%; 0.3% Jewish; 0.2% Sikh and 0.5 are from other religions. Over 26.7% of people said they do not have a religion or did not state their religion.</p> <p>The borough has over 300 places of worship groups, which people of faith frequent.</p> <p>Data on the number of volunteers by religion/belief not collected by Southwark Council or Community Southwark.</p>	
<b>Mitigating actions to be taken</b>	
None required	

<b>Sex</b> - A man or a woman.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential health impacts (positive and negative)</b>
<p>Generally speaking more women volunteer than men. The fairer and clearer processes identified for advertising and recruiting volunteers should have a positive impact on attracting men to volunteer posts.</p> <p>It should be noted that with an increase in unemployment generally more men may find themselves in a position where the benefits of volunteering are more apparent.</p>	
<b>Equality information on which above analysis is based</b>	<b>Health data on which above analysis is based</b>
Southwarks Equality and Diversity policy states ;The Council is committed to eliminating	

<p>discrimination related to marital status within the workplace by promoting fair and flexible practices. Wherever possible removing barriers and promoting opportunity. It is unlawful to discriminate against workers, employees, job seekers and trainees because of their marital status, perceived or actual.</p> <p>As a public body the Council has a duty to:-</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment and victimisation.</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul> <p>Data not collected by Southwark Council or Community Southwark.</p>	
<p><b>Mitigating actions to be taken</b></p>	
<p><b>None required</b></p>	

<p><b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	
<p><b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b></p>	<p><b>Potential health impacts (positive and negative)</b></p>
<p>The strategy will have a positive impact on all residents.</p> <p>The LGBT report from 2019 states;</p> <p>Further work on the potential of social prescribing to reduce social isolation and loneliness should be commissioned.</p> <p>Further exploration of the indicators of social isolation and loneliness within the LGBTQ+ community, and activities available in the borough, may help to identify opportunities to reduce their harmful effects.</p> <p>Volunteering is proven to alleviate feeling of isolation and loneliness and should be promoted to this community through the LGBTQ Network.</p>	

Equality information on which above analysis is based	Health data on which above analysis is based
<p>Southwark Equality and Diversity policy states; The Council is committed to eliminating discrimination related to sexual orientation within the workplace by promoting fair and flexible practices. Wherever possible removing barriers and promoting opportunity. It is unlawful to discriminate against workers, employees, job seekers and trainees because of their gender, perceived, actual or by association.</p> <p>As a public body the Council has a duty to:-</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment and victimisation.</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul> <p>Data not collected by Southwark or Community Southwark.</p>	
<p><b>Mitigating actions to be taken</b></p> <p>Monitoring of all those applying to volunteer with Southwark Quarterly monitoring of all departments with volunteers</p>	
<p><b>Socio-economic disadvantage</b> – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>In developing their existing skills base and the promotion of their personal well-being volunteers have access to better job opportunities, become better equipped for the market place and will have a greater impact on the local economy in Southwark.</p> <p>The strategy promotes and supports accessing community resources and using the local knowledge and expertise of volunteers. In developing such skills and knowledge on the ground we are better to able to understand and know our communities.</p> <p>The importance of the role of volunteers within the</p>	

<p>current environment of significant cuts to both council services and voluntary and community sector funding. The data and evidence highlights the fact that that if the 44,000 volunteers during the last financial year and that contribution was given a fiscal calculation this would equate to just under £50 million.</p> <p>Many of these volunteers are working to meet key needs of residents that may have been affected by financial cuts and welfare reform and supporting and navigating residents through these processes.</p> <p>The strategy will support improving and supporting community cohesion through support given in an environment of welfare reform.</p>	
<p><b>Equality information on which above analysis is based</b></p>	<p><b>Health data on which above analysis is based</b></p>
<p>In 2012/2013 the ONS survey showed that 7.9% of 16- 64 have no qualifications compared to 7.8% in London.</p> <p>(66% of the volunteers were people that were unemployed - <i>people that approached Community Southwark for support in quarter 4 monitoring for January – March 17</i>).</p> <p>The borough has the 6<sup>th</sup> highest level of income deprivation amongst the over 60's in the UK. Volunteering opportunities are available for students (to support their studies), people returning to work, those that are semi-retired/retired, unemployed and JSA claimants.</p>	
<p><b>Mitigating actions to be taken</b></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

Although the Act does not apply to private individuals or companies, except where they are performing public functions, sometimes a public authority has a duty to stop people or companies abusing human rights.

Article 6 is very relevant to the council, as it covers procedural safeguards. If the council's processes for decision making, consultation and complaints are not followed, this could mean a breach of someone's human rights.

**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	Under-representation from particular groups, including those who are facing digital exclusion	Bi annual assessment on Equalities monitoring from all departments who have had volunteers	Ongoing
2	Under representation from groups with protected characteristics	As above but also consideration for affirmative action	Ongoing
3	Health considerations of those volunteering (due to Corona Virus)	Risk assessment and recommendation on suitability of voluntary role	Until further notice
4	Insufficient opportunities in relation to need	Volunteers not able to secure a suitable role to be referred to Community Southwark	Ongoing
5	Volunteering Champion (VC) from all teams to undertake training and identify possible volunteering opportunities	To discuss at SMT and all teams to put forward VC and promote volunteering where appropriate	Ongoing
6			
7			

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



# Southwark Volunteering Strategy 2017 – 2020



## Introduction

In 2012 Southwark Council worked with Volunteer Centre Southwark and local organisations to create a volunteering strategy for the borough. The purpose of the strategy was to capture and maximize the enthusiasm for volunteering that was generated through the London Olympics and to help increase and raise the profile of good quality volunteering in the borough.

Since then there have been several large societal shifts and both the public and voluntary sectors are operating in a very different environment – but nevertheless volunteering remains an important part of our community fabric. In early 2016 Southwark Council and Community Southwark decided to work on refreshing the Volunteering Strategy to ensure that it is current, relevant and meeting the needs of individuals and organisations in the realm of volunteering. We held a conference in July 2016, which had over 40 attendees from the voluntary and community sector, to explore the current environment for volunteering in the borough and the barriers that stop people taking part.

From the interest raised at this conference we convened a new Volunteering Strategy Group, composed of representatives from across the council and voluntary sector committed to working together to support volunteering in the borough. This document outlines a plan to address areas of need, create better cross-sector collaborative working and to embed a strong culture of volunteering in the borough.

## Members of the Volunteering Strategy Group as of January 2017

In October 2016 we held the first meeting bringing together representatives from the council a range of voluntary sector organisations. Attendees of the volunteering strategy group are:

**Cllr. Barrie Hargrove**, *Southwark Councillor and Cabinet Member for Communities and Safety*

**Truly Johnston**, *Community Southwark, Director of Social Action*

**Lynn Ottaway-Reid**, *Southwark Council, Consultation and Involvement officer.*

**Ambrose Omoma**, *Southwark Council, Consultation and Involvement Officer*

**Laura Spooner**, *Southwark Council Community Sports*

**Karis Morris-Brown**, *Black Cultural Archives*

**Declan Coyle**, *London South Bank University*

**Matt Hatt**, *Shakespeare's Globe, Assistant Volunteer Manager*

**Bridget Coggin**, *SouthBank Centre*

**Jayne Couchman**, *Southwark Works, CEO*

**Suley Muhidin**, *Southwark Council Community Participation Officer*

**Jennie Linnet**, *Link Age Southwark, Senior Volunteer Coordinator*

**Eltayeb Hassan**, *Project Manager, Southwark Refugee Communities Forum*

## The context of volunteering in Southwark

Southwark is a historic and vibrant inner city borough. As of 2016 we are the third most densely populated borough in London with a population of 310,600 people. We have a young population (the average age is 34.2 years old) and our communities are comprised of people from a myriad of countries and cultures. 47% of our communities belong to an ethnic minority and we have the largest Black African population in the country.

The Voluntary and Community sector in Southwark is also diverse. At the last count (2015) we had over 1200 registered charities in the borough and a further estimated 3000 – 4000 unregistered community groups. Southwark has a strong history of voluntary sector activity and volunteering, with six organisations in the borough that were set up as settlements over 100 years ago and that are still operating today to meet the needs of local communities. The total income for the sector in 2015 was nearly £2billion, however this income is very unevenly distributed across the sector; the 3.1% of the charities with more than £10m per annum account for a massive 76.9% of the total income, and the largest ten charities account for 46.9% of the total income. This means that there is a very large number of small to medium sized charities with much less resource.

Since 2010 there have been large cuts to the public sector settlement from national government and local authorities have suffered around 40% spending reductions. In the five years of the previous government,

Southwark council was forced to find £156m worth of savings – the 11th highest level of cuts per head of all English councils - and this is set to continue. In 2016/17 Southwark Council revenue spending power was at £291.4m - this is a reduction over 3 years of £61m. The voluntary sector has seen large cuts to funding from the local authority with a reduction of £829k in 2016/17. We are currently exploring new ways of leveraging in funds and opportunities to the voluntary and community sector in the borough through initiatives like Southwark Giving and finance raised through regeneration.

Alongside reduced resources communities are facing high levels of need, particularly for the most vulnerable. Changes to the welfare system have led to a rise in foodbanks as a form of emergency support and we have the 6<sup>th</sup> highest level of income deprivation amongst over 60s in the UK.

Volunteers then, form an important part of our community. People giving their time for free has enabled the voluntary and community sector to continue to meet the needs of the communities they serve and search for innovative solutions to societal problems. In 2015-16 there were over 44,000 filled volunteer and trustee positions in the borough. In total volunteers contributed over 5 million hours of their time - if this number was costed at the London living wage their contribution would annually cost over £47million.

## Link to Southwark's Voluntary and Community Sector Strategy

In November 2016 Southwark Council, the Clinical Commissioning Group and voluntary sector launched a Voluntary Sector Strategy for the Borough. The report 'Common Purpose Common Cause' outlines a tri-partite approach to increase collaboration and co-production to improve commissioning, working with communities and outcomes for residents. There are several points in the voluntary sector strategy that refer to volunteering. Below are the key sections:

- The strategy seeks to mobilise community action and make the best use of community resources, universal services, community capability and volunteering, local knowledge and spaces
- It recognises that: 'Like the public and private sectors, the VCS spends money locally, contributing to the local economy. It provides paid employment so that people can support themselves (as well as inspire others into employment through social enterprises). The VCS also develops the skills of volunteers as well as service users, contributing to better job prospects, personal wellbeing, and a diverse economy.'
- The strategy highlights that 'Volunteering is what makes the VCS unique. The benefits of volunteering on an individual's wellbeing, their sense of belonging, self-esteem and personal development are well documented but mustn't be ignored. However, financial pressures mean volunteers are often seen as a substitute or cheap alternative to do things that were previously paid for. The message to emerge from our listening events is that volunteering is not free and if the benefits that individuals can bring to communities are to be realised support is needed.'
- And finally, the strategy makes a resolution to: 'enable individuals and groups to be agents of change, ready to shape the course of their own lives. We will achieve this by supporting volunteering and other forms of social action. We will facilitate different ways of supporting more people volunteer (specifically volunteer co-ordination).'

### Structures to enact the Volunteering Strategy

- The **Volunteering Strategy Group** will be composed of stakeholders from the Council, the VCS and other external parties who have an interest in volunteering. The group will meet 5 times a year and take actions forward based on the strategy.
- We will develop a **Volunteer Forum**, composed of individuals who volunteer in the borough, to discuss actions with them and hear their experiences of what would make a difference to volunteering in the borough.
- To exercise accountability for the Volunteering Strategy and ensure that it feeds into this wider Voluntary Sector Strategy, we will develop mechanisms to feedback progress on actions from the Volunteering Strategy Group to the **VCS-Council Liaison group**.

## Principles to protect

Volunteering is defined as: “**any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Central to this definition is the fact that volunteering must be a choice freely made by each individual.**” (NCVO)

- *Volunteering must be voluntary* – It must be a choice freely made by individuals under no duress.
- *Volunteering is not a substitute for paid work* – The contribution of volunteers must add value but not be a substitute for work that should be paid.
- *Volunteering is not free* –Volunteering is time freely given but it is not cost free. For volunteering to be meaningful volunteers need to be well supported and investment in volunteer management is important and valued. Volunteers should not be at a financial loss because of volunteering and out of pocket expenses where possible should be reimbursed.
- *Volunteering is mutually beneficial* – Volunteering must be both a positive experience for the individual and also help to further the aims of the non-profit organisation.

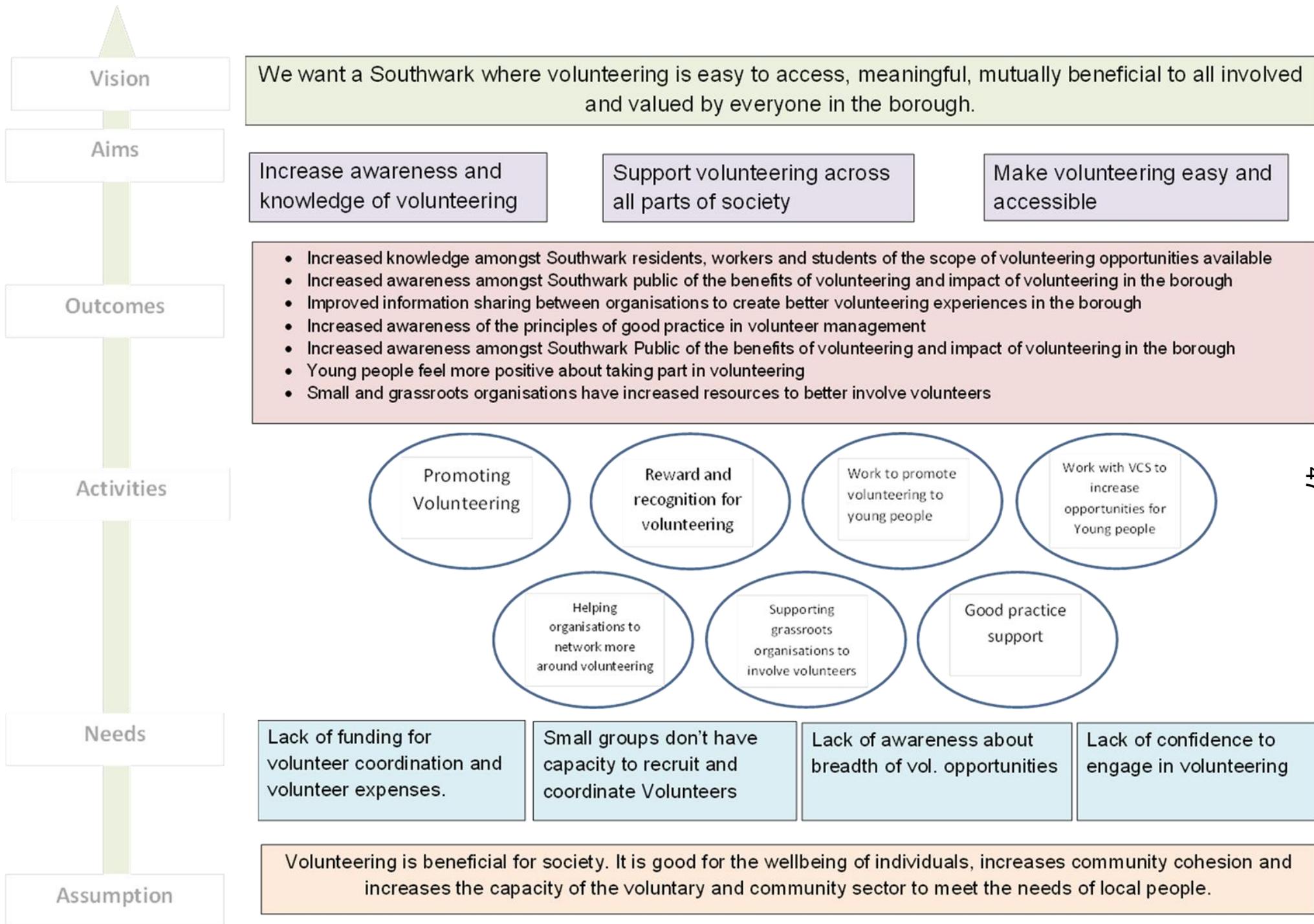
## Vision

***We want a Southwark where volunteering is easy to access, meaningful, mutually beneficial to all involved and valued by everyone in the borough.***

**Increase awareness and knowledge of volunteering:** We want to raise the profile of volunteering, encourage people to spread through word of mouth the benefits of volunteering, and celebrate volunteering in the borough.

**Support volunteering across all parts of society:** Volunteering can have a great impact on wellbeing and can help bring people together from different parts of society. We want to ensure that volunteering is open to all and that grassroots groups are able to involve volunteers in a meaningful and mutually beneficial way. Each year we will reassess this section of the strategy to focus on a different group within our communities. In the first two years we will focus on increasing volunteering amongst young people and in year three we will focus on Older People.

**Make volunteering easy and accessible:** People who want to give their time should be able to easily find an opportunity and access volunteering and also move between different organisations.



## 1. Increase awareness and knowledge of volunteering

Outcome	Activities	Outputs	Measures / Timeline	Responsibility
Increased knowledge amongst Southwark residents, workers and students of the scope of volunteering opportunities in the borough.	Promoting volunteering	Coordinate volunteer taster days across the sector	2 x a year – June and November (TBC)	Community Southwark + local groups + LBS
		Volunteering promotion stalls at public events and fairs.	15 x a year	Community Southwark + local groups
		Online promotion of volunteering opportunities through social media / do-it and Community Southwark website.	5 per quarter	Community Southwark + Local groups

<p>Increased awareness amongst public of the benefits of volunteering and impact of volunteering, both formal and informal, in the borough.</p>	<p>Reward and recognition</p> <p>Championing benefits of volunteering</p>	<p>Southwark Stars Awards</p> <p>Case studies of volunteer contribution and success promoted throughout the borough</p> <p>Articles on the benefits of volunteering in Southwark Life</p> <p>Social media campaign on the benefits of volunteering for volunteers' week</p>	<p>Held once a year (May 2017)</p> <p>10 case studies a year</p> <p>Once a year</p> <p>Twitter / websites / articles FB</p>	<p>Community Southwark + Local Groups + LBS</p> <p>Local groups</p> <p>Community Southwark Coordinate</p> <p>Community Southwark Coordinate</p>
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## 2. Support Volunteering across all parts of society

Outcome	Activities	Outputs	Measures / Timeline	Responsibility	
Young people feel more positive about taking part in volunteering	Work to increase awareness about volunteering amongst young people	Conduct survey to get a baseline measure of YP volunteering and attitudes	By end of June	Southwark Council, Community Southwark Local groups	
		Promoting volunteering at events	2x a year- By end of year	Community Southwark / Groups	
		Case studies of young volunteers	5 case studies produced by end of year	Suley Muhidin / youth council / local groups	
	Work with Schools	Young volunteer champions	3 young volunteer champions promoting volunteering throughout year. Recruited by August 2017.		Southwark Council / youth council
		Promoting volunteering to young people through social media and other creative means	2x promotion per quarter from June onwards		Suley Muhidin / Southwark council / Community Southwark
		Talks with Careers advisors	1x a year		Southwark Council / Community Southwark
	Work with voluntary sector to increase roles for young people.	Training on involving young volunteers	1x a year by end of the year		Community Southwark
Work with Youth	YP to champion				

	Council	volunteering (see above)	By March 2018	
Small and grassroots organisations have increased resources (be that through skills, funding or collaborative work) to better involve volunteers	Supporting grassroots organisations to involve volunteers	Bespoke training for small groups on volunteer involvement  Work with commissioning team to access funding for volunteering  Sector mentors and champions through the VMN	2x a year  £xxx provided by Southwark council for volunteer coordination in small groups.  3 mentors secured	Community Southwark  Southwark Council  Local groups
Increased awareness amongst GPs of the benefits of volunteering on wellbeing through social prescribing.	Activities to be identified after September meeting			
Employees in the borough have awareness of volunteering	Promotion of volunteering to employees	Volunteering opportunities promoted through:  Involve  BIDS  Southwark Council	## opportunities promoted through Involve / BIDs  ## opportunities promoted through Southwark council	Community Southwark  Southwark Council.

### 3. Make volunteering easy and accessible.

Outcome	Activities	Outputs	Measures / Timeline	Responsibility
Improved information sharing between organisations to create better volunteering experiences in the borough	Helping organisations to network more around volunteering	Volunteer Managers Network Sector specific volunteer management coordination Working with groups of similar organisations to facilitate sharing volunteers easier.	4 x a year  Explore throughout the year Introduce to PLGs Explore throughout the year	Community Southwark
Increased awareness of the principles of good practice in Volunteer Management	Good practice support	Revive Southwark Good Practice Charter and Encourage organisations to sign up.  Training for volunteer managers	10 organisations to complete health check and sign up by end of the year.  4 training sessions delivered a year	Community Southwark
Improved access for people to volunteering opportunities.	Promoting formal and informal volunteering opportunities	Online promotion of volunteering opportunities through social media / do-it and Community Southwark website.  CAN website to highlight and promote opportunities for informal volunteering.		Community Southwark / Southwark Council / Local Groups.

## **APPENDIX 1**

### **ASSET MANAGEMENT PLAN 2021**

## **ASSET MANAGEMENT PLAN 2021**

### **Managing assets through recovery and change**

#### **Contact**

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## 1. INTRODUCTION

Southwark Council's Asset Management Plan 2021 ("AMP 2021") explains how the council uses its property assets to deliver corporate goals, with the aspiration of excellent outcomes for residents at the heart of what we do

The Asset Management Plan deals with real property assets, i.e. land and buildings. The council might use these to deliver services (operational property), to generate income that funds the running of services (investment" assets), to provide community facilities, or for regeneration purposes to lever in enhancements to the borough, its wellbeing and economic vitality. Occasionally assets become surplus to the council's requirements and these are released from the portfolio to generate capital receipts.

It explains how we will ensure that real property assets are treated as corporate resources, and are managed corporately to support the delivery of the Council Plan and council services. The document starts by setting out the principles of asset management, drawing from six priority themes that will help the council achieve its ambitions for all:

- A place to call home
- Climate Emergency
- Green & Fair Economic Renewal
- Tackling Health Inequalities
- A great start in life
- Southwark Together

Appendix 1 describes specific actions that will contribute to the council's objectives. The corporate context for our asset management planning, including information about the borough, its administration and strategic adjacencies is outlined in Appendix 2. There are a number of new or amplified challenges here; corresponding with the priority themes above, which our asset management must actively engage with if it is to succeed in its aims:

- Economic renewal post Covid-19 and Brexit planning
- Climate change strategy and a Green New Deal
- In town and country planning, a New Southwark Plan
- Supporting thriving neighbourhoods
- Healthier high streets
- Southwark Stands Together, tackling racism and achieving equality

### Relationship with other asset management plans and planning

Housing, education and infrastructure assets are dealt with elsewhere in distinct, dedicated strategies of their own, reflecting the substantial investment in these specialist parts of the estate. There are areas of adjacency, overlap and collaboration, and AMP 2021 looks at how the boundaries here are managed.

It may be useful to note here that the Housing Asset Management Strategy primarily presents a 30 year housing investment plan which reflects the council's ambition to

maintain and invest in its existing housing stock that meets residents' expectations. As will be seen subsequently in AMP 2021 the main area of interaction with the wider asset management planning for housing is in the strategy to build 11,000 New Homes.

### **Resource management & business planning**

Good asset management to achieve an effective, fit for purpose and affordable portfolio is a crucial part of the Council's resource management and business planning. Decisions we make now about our asset strategy, however difficult, will go to the heart of being able to make services sustainable into the future for the community that depends on them most.

This is a complex proposition under any circumstances, and one that is evolving within tightening financial operating conditions, greater demand for council services and a wider backdrop of immense uncertainty around Covid-19 economic recovery, accelerated economic change and Brexit.

Inevitably, the Covid-19 pandemic has left the council with a massive task ahead, now and in the coming years. We can anticipate profound change across operating models for services; from the "front line" to the offices we occupy for administrative purposes. The means and speed with which our borough evolves, and how we can shape the processes at play here, are changing too. There are implications for our operational portfolio, in the commercial investments we hold and in terms of our regeneration activity. For these reasons the Investment Strategy set out in Section 6 is a central theme for us this year.

However, to focus solely on Covid-19 recovery and Brexit anxieties would be to miss a significant point. There are and have for some time been a raft of underlying factors to take into account that, irrespective of other outcome, can be expected to weigh heavily on our assets and their management. These include unprecedented uncertainty concerning local authority funding, structural change on high streets and ever stricter statutory compliance requirements on landlords and occupiers. In 2019 the council held its first Climate Change summit and assets will both play a part in, and be impacted by, the response that is developed.

The Age of Austerity that was the backdrop to our last Asset Management Plan, and indeed the last decade, has been joined by a time of intense uncertainty. Nevertheless, by using our assets prudently we anticipate that these current operating conditions, whilst being immensely challenging, should also present a time of opportunity and new direction. As with the Medium Term Financial Strategy that is a sister document to the AMP (see “Financial Context” below) we will continue to assess and respond to the changes ahead as the fuller picture emerges.

### **Asset Management Action plan**

AMP 2021 concludes with a clear Asset Management Action Plan, drawing together the many strands of good practice, management issues and service requirements. This is reported in the second section of the AMP. Like AMP 2021 the Action Plan originates in the commitments of the Corporate Plan.

The Action Plan explains our key objectives and deliverables for property asset management and provides the road map to delivering the strategy, with clear, measurable actions and corresponding responsibilities over the next 3-5 years. It identifies where value can be added and where investment is needed to achieve the objectives that matter most.

An immense amount of work is going on across the council to determine what this change means for us as an organisation and to formulate our response, with new strategy and policy developing rapidly. The new Asset Management Plan and Action Plan will be kept under review in order to capture these changes. We will consult departments on asset management planning for their services, further and evolve as necessary the strategy AMP 2021 sets out, in order that it can best support the challenges ahead.

## **2. FINANCIAL CONTEXT**

Assets are a corporate resource and the Asset Management Plan sits alongside the Medium Term Financial Strategy. Both are key elements in the council’s business management. They are both crucial to the delivery of efficient and effective services.

Integral to the Medium Term Financial Strategy, the Capital Investment Strategy defines the council’s over-arching corporate attitude to investment. Its principles are echoed in the asset investment strategy arrangements detailed below in Section 7 of the AMP. The Capital Investment Strategy confirms areas of priority investment required to deliver the aspirations of the corporate plan and which the AMP will support.

It goes almost without saying that AMP 2021 has been developed during a period of unprecedented uncertainty for local government and for the national economy. Over the next few years local government will need to absorb and act on a raft of change, including:

- MCHLG Covid-19 support and assistance
- Comprehensive Spending Review in 2021

- Adult Social Care funding white paper
- Government consulting on new needs based distribution model for 2020-21
- Business rates baseline being reset from 2020-21
- Business Rates Retention being reviewed based on 75% model from 2020-21
- Future of London Business rates pool and Devolution deal

There are some acute resource gap challenges to contend with as result:

- Sufficiency of land and building resource to deliver new homes
- Compliance & maintenance costs
- Capturing the true cost of operational decisions
- Balancing income, capital receipt and service delivery demands
- Investment assets cashflow
- Pressures of an aging estate and life-cycle investment requirements, particularly across the traditional investment portfolio
- Adequately resourcing property management functions

In addition the council has made an express commitment to combating carbon emissions and rising global temperatures. By joining the International Climate Change Campaign and declaring a climate emergency. The implications of achieving carbon neutrality by 2030 for regeneration, asset management, and servicing buildings will be developed further in our asset management planning. The global moral imperative underlying the council's stance is undeniable. There are implications nearer to home, too, for a borough with much of its land area falling within the Thames flood plain; and profound implications for our asset management.

On any level the scale of the resource challenge in the coming years cannot be understated, even before the pressures of Covid-19 recovery are factored in. Effective and efficient management of resources, including property assets, will be pivotal to meeting that challenge and delivering an ambitious Council Plan.

## **Budget Planning**

The council's budget planning sets out deliverable and costed commitments from the Council Plan. The core principles of fairness and support to the most vulnerable, of listening to our residents and protecting the front-line services they value the most were fundamental to the setting of the budget. These principles will continue to guide the MTRS and the management of resources over the coming years.

In terms of financial management, it is not intended to prepare a new Medium Term Financial Strategy to cover the next four years until the resourcing picture is clearer. Consequently, the Asset Management Plan will also be kept under review, to maintain consistency between resourcing strategies, and to ensure AMP 2021 currency in the difficult decision making that inevitably lays ahead.

The Medium Term Resources Strategy (MTRS) enables the council to make best use of financial, human, technological and other resources available and to enable the delivery of our Council Plan commitments and continued provision of value for money services that meet the needs of residents, businesses and other stakeholders. The

document sets out the council's strategy to ensure proper financial management and control and to secure efficiency.

### **Capital strategy / capital programming**

The 2018- 2022 Council Plan includes the following key capital commitments of note to the Asset Management Plan:

- to build more council houses and secure new homes at London Living Rent
- to build a new library and GP health centre on the Aylesbury estate
- to open a new, modern leisure centre at Canada Water
- to open a new secondary school at Borough
- to build a new library on the Walworth Road
- to work with the Mayor of London to build a new pedestrian and cycling bridge from Canada Water to Canary Wharf
- to deliver new affordable business spaces
- to open two nursing homes
- to build extra care housing

### **3. OBJECTIVES & DECISION MAKING**

High-value, illiquidity and cost, make planning for property assets a very different discipline compared to those for the Council's other key resources i.e. its workforce, information technology and finance. Inevitably all are closely inter-related. Following from these characteristics the high-level principles that underpin our asset management planning are relatively constant. They can be expressed in terms of ensuring that the estate:

1. Is treated as a corporate resource and managed corporately;
2. Supports the delivery of the Corporate Plan;
3. Is integral and aligned to the efficient and effective utilisation of other resources - finance, ICT and staff
4. Acknowledges the importance of income and capital generated from property assets in the council's planning and ability to run quality services in the future;
5. Is well maintained, compliant and fit for purpose;
6. Is fully utilised;
7. Is suitably located and accessible;
8. Is affordable, cost effective and represents a value for money return on the Council's investment.

#### **First principles**

The nature of the asset base, together with significant inward investment and urban regeneration (particularly in the north and centre of the Borough) provides the Council with an effective strategic position from which to direct investment and decision-making to secure sustainable benefits in line with its corporate objectives. Inevitably, deciding which assets our organisation needs is a complex proposition, often driven by major corporate change.

It takes time to reach understanding and make decisions. Lead-in times are a significant consideration in bringing about change. Adding or releasing assets from the portfolio, or redeveloping will frequently involve lengthy and frequently complex transactions. Certainly there are few, if any, “quick wins” remaining. Finally, if the assets are to provide value for money they must be well utilised and appropriately maintained.

### High-level asset management objectives

The Council’s fundamental approach to asset management planning and its asset base is set out in a set of high-level asset management objectives, set out below. It is important to note that they apply equally to internal business and in relation to third party transactions. The principles in turn inform the activities described in the Asset Management Action Plan, which makes up the second part of AMP 2021.

<b>1</b>	Achieve a corporate portfolio that is appropriate, fit for purpose, affordable and which contributes to improving operational and service delivery outcomes (sustainable; efficient; fit for purpose; value for money)
<b>2</b>	Contribute to strong communities and support the provision of a network of affordable community run buildings across the borough that meet the needs to local people and provide high value for money for Southwark residents.
<b>3</b>	Act proactively to mitigate against the effects of economic uncertainty and downturn whilst reconciling this with the strategic objectives of the Council
<b>4</b>	Contribute to key regeneration projects through acquisition and disposal activity and use of CPO powers where appropriate.
<b>5</b>	Effective strategic planning of the estate fully integrated into the Council’s business planning processes, developing this further with partner and neighbouring agencies.
<b>6</b>	Constantly review and monitor the operational estate, now against a back drop of fundamental change, to keep the objectives for portfolio relevant to fulfilling corporate goals
<b>7</b>	Manage operational demand for corporate accommodation arising from extensive restructuring across the organisation and the ongoing drive to modernisation
<b>8</b>	Provide flexible solutions to operational requirements to allow for changing future demands in the operational estate (including exit strategy)
<b>9</b>	Respond to changing demand for assets from all parts of the organisation; balancing those demands against resources available
<b>10</b>	Promote collaborative/partnership working to provide efficiencies, either through shared occupational, operational or procurement arrangements
<b>11</b>	Promote environmental sustainability in both existing buildings and in the procurement of new assets in order to minimise costs in use
<b>12</b>	Deliver challenging capital receipt targets whilst maintaining best consideration principles and balancing revenue requirements – accepting that increasingly the council will re-use its assets, particularly in the area of building news homes, rather than releasing surplus property for sale
<b>13</b>	Maintain stock condition, minimise back log maintenance across operational and investment assets
<b>14</b>	Ensure statutory compliance to minimise risk exposure
<b>15</b>	Consolidate property management arrangements at strategic and operational

	levels
16	Maintain a sustainable corporate estate and preserve its inherent investment and utility value through comprehensive facilities management arrangements and a planned preventative maintenance programme.
17	Raise the profile of asset management planning corporately and operationally across the authority and reinforcing the role of the Corporate Property Officer
18	Renew and reinforce structures for asset management planning at corporate level
19	Review and refining systems, data, and performance management arrangements in order to fulfil the growing expectations of them
20	Safeguard the Council's legal position with regard to its land holdings by completing a comprehensive review and registration of title programme
21	Implement strategy for community premises (including asset transfer arrangements), underwritten by sound asset management practices. Consider a range of approaches to heritage properties and their conservation, including facilities management, management agreements with third party organisations and other forms of asset transfer (subject to finalisation of protocol) where appropriate
22	Implement a new Investment Strategy, to include acquisition for regeneration, income generation, and reinvestment in existing assets
23	Manage rent reviews and lease renewals to maximise revenue income, and take appropriate action to minimise the arrears of rent – in each case taking a realistic and pragmatic view of how best to achieve this and its implications for the estate and incomes derived from it
24	Proactively managing the investment portfolio to ensure compliance with lease terms and protect/enhance value
25	Challenge reasons for holding investment property and monitor investment returns and performance
26	Provide effective, professional property advice in support of departmental strategic objectives
27	Stimulate and support asset based commercialisation across the corporate operational portfolio where there is a realistic prospect of doing so

### Portfolio management arrangements

Responding on the corporate commitments of the Council Plan, AMP 2021 drives the work planning for the Property Team and Regeneration Teams. This is further defined by the Action Plan for Assets in the second section of the AMP, and filters down to individual teams and officers in locally agreed work plans.

Most activities in terms of developing and implementing asset strategy, corporate property management, running the commercial and investment portfolio and disposals are undertaken by an in-house team. This is supported by a specialist business team, which includes financial, IT and GIS specialists. Consultancy and further specialist advice is bought in from time to time as necessary (and proportionately to the task in hand).

### Structures for decision making

Decision making for asset management ultimately lies with Cabinet and championed by the Lead Member for Finance and Resources.

The Director of Regeneration, Strategic Director of Finance and Governance and Head of Property provide strategic and professional advice to the cabinet and its members, and have the necessary delegated and statutory powers to make and implement actions under the council's scheme of delegation.

In the course of decision making and bringing recommendations to cabinet, consultation will be undertaken as appropriate with strategic directors of service departments and their officers. It remains a fundamental principle throughout our asset management planning that assets are treated as a corporate resource and the strategy for them is managed corporately (rather than by departments) with the primary objective of supporting the delivery of the Corporate Plan.

### **Performance management for assets**

In recent years, our performance management for assets has come to look mainly at income, i.e. revenue from the commercial estate and capital from asset disposals, in view of the substantial contribution they make to service funding and programmes. Reports on the performance of the commercial estate are brought to the Cabinet Member for Finance and Resources.

In use, for example, monitoring revenues from the commercial estate, which were seen to be diminishing as income generating properties were released into regeneration and other schemes, caused us to explore ways to recover this position and concluded in the assembly of a new portfolio of higher grade investments from 2016 onwards.

The structure of corporate accounts data and some systems limitations mean that obtaining and reporting information on property spend and maintenance costs is often difficult. For example, corporate accounts in our SAP systems tend to focus at service level, rather than lending themselves to interrogation on a property by property basis.

We will be taking the opportunity of refreshing our estate management systems to review these issues as part of our asset management action plan. One very important set of metrics for us over the next few years will be the efficiency and utilisation of the operational estate (particularly the offices estate), and its cost in operation, as our organisation changes and modernises further and does so at an accelerated rate.

We will agree performance indicators and report to the Cabinet Member for Finance and Resources. We will look carefully, too, at how most effectively to support the Corporate Facilities Management Function at Southwark, and ways to help address recent audit concerns over the monitoring of compliance programmes for operational property.

## 4. THE ASSET BASE & OPERATIONAL PROPERTY

### Quantifying the asset base

The Council owns 35.8% of the 28.83 km<sup>2</sup> freehold land within its boundaries, and a further 1.6% leasehold; bringing the total to 11.16 km<sup>2</sup>, or 37.4%. The extent, diversity and value of these holdings are both significant and strategic in terms of being able to support the aspirations of the Council Plan.

As at 31<sup>st</sup> December 2019 the value of these property assets was approximately £5.4 billion. This can be broadly broken down according to the classifications in the council's accounts as follows:

<b>Council Dwellings</b>	£3.480 billion
<b>Other Land &amp; Buildings</b>	£1.025 billion
<b>Community Assets</b>	£12.4 million
<b>Surplus Assets</b>	£164 million
<b>Assets Under Construction</b>	£90 million

A more detailed account of the composition of the portfolio is provided in Appendix 3. The assets broadly divide into three groups: operational, investment and surplus. Approximately 80% by value (and floor area) is operational property, which the Council uses to deliver services, with much of this comprised in housing stock alone.

The transitioning of the office estate from an ad-hoc assembly of outdated, inefficient, dispersed buildings into a modern portfolio of well-located assets has helped the council to become a more efficient organization driven value for money and created opportunities for commercialisation with parts of buildings let on market terms to partner agencies. We will now revisit the council's needs in light of the implications of the Covid-19 pandemic.

### The significance of the operational office estate, satellite & HQ options

After dwellings and schools the next largest asset class is offices, with more floor space (approximately 112,000 m<sup>2</sup>) under management than across all the remaining operational asset classes combined. Change here has a large impact in terms of the efficiency of our organisation, potential for revenue savings and capital generation.

Therefore the office portfolio has traditionally and for some years been a key area of focus for the Council's asset management planning. We anticipate that this will continue over the next five years as our organisation changes further, shaped by demand for services, the Covid-19 induced change around the way in which they are provided and what it continues to be viable to deliver in a challenging and much altered operating environment.

Most recently this theme has continued in the assembly and expansion of the Queens Road campus, a group of satellite offices opposite Queens Road station in Peckham. The office holdings here are occupied under a range of tenures; a core of freehold assets and a leased building on terms that provide some flexibility and options for the future.

Going forward we will review how our offices can best support future service provision, addressing also a key project to deliver a new Children's Services hub.

### **Lessons learned**

Some of the principles learned from the office estate have been increasingly applicable to other parts of the operational portfolio. Rationalisation, efficiency and opportunities for commercialisation are all increasingly relevant, more so in fact, across the entire portfolio.

It is important that the scale of the Council's property portfolio is proportionate to the resources available to maintain it in a fit state of repair, preserving its utility and asset value. The growing challenge is to ensure that financial pressures do not lead departments to seek out unsustainable property based "fixes" for service budgets, which miss the bigger corporate picture, impair asset value in the long term, or overlook maintenance and statutory compliance necessities. These latter aspects are looked at in more depth below (see "Towards a corporate landlord model").

### **Operational Estate – Corporate Facilities Management**

CFM is responsible for ensuring the council buildings are maintained and are statutory compliant. This is a sizeable undertaking, managed by an in-house team, with significant reliance on external contractors.

With two large facilities management contracts expiring in 2020 the council has reviewed how it will deliver these services in the future. With the collapse of Carillion and profit warnings from other large firms in the outsourcing sector, particular attention has been given to assessing the risks associated with large single provider outsourced contracts.

A total facilities management (TFM) model was originally considered to appoint a single supplier to deliver all FM services. However, due to the risk of disruption to service delivery (in the event of supplier failure), it was concluded that a TFM model may not be the best solution to meet the council's operational requirements. The decision was taken to divide the hard FM and soft FM into two separate contracts (to be awarded to separate suppliers) and bring some of the services in-house.

Hard FM services include planned preventative maintenance, reactive maintenance, statutory compliance (such as fire and water risk assessments) and small works projects. Soft FM services include the help desk, cleaning services, pest control, security services (fixed and ad-hoc), confidential waste, vending services and inter-site mail. Both hard and soft FM services are provided to the core operational (such as Tooley Street, Queens Road and Bournemouth Road) and non-residential (which consists of the non-housing estate, anchor care homes, parks and office accommodation) buildings.

<http://modern.gov.southwark.gov.uk/ielssueDetails.aspx?Ild=50017110&PlanId=0&Opt=3#A150129>

## **Towards a corporate landlord model?**

To enable corporate facilities to support the operational estate and long term ambition is to operate under a corporate landlord model, this is where departments handover the management of buildings to the corporate facilities management division.

Corporate facilities management propose a revised methodology, which is for departments to strategically manage their operational portfolio supported by corporate facilities management, who will provide life cycle capital investment planning and targeted investment, ensuring capital monies are invested wisely, planned and reactive maintenance, compliance risk assessment programme and associated remedial works.

This approach will reduce risk and ensure buildings are maintained to a corporate standard through the proactive use of corporate facilities management contracts overseen by facilities management officers.

## **5. COMMERCIAL PROPERTY**

Rent from commercial property assets is a crucial funding source for council services. The Portfolio consists of non-operational commercial, industrial and miscellaneous property holdings that generate income.

The combined net rent roll from the currently stands at £21.3 million, following a number of strategic additions to the portfolio between 2016 and 2020. However, collection rates have been severely impacted by Covid-19 closures and impaired trading conditions for a number of tenants, which is driving both consideration of how as a landlord of commercial premises we can best support tenants and their businesses, but also what structural change may be accelerated as a result of town centre and business district change, localism and the drive for the “15 minute city”, new shopping patterns, channel migration online, etc.

Our estate managers maintain dialogues with affected tenants, seeking to mitigate Covid-19 impacts, though the agreement of deferred rents, and lease restructuring for example. Unlike some councils Southwark has not adopted blanket rent free periods as a broad brush means of supporting tenants, although every case is treated on its own merits according to agreed assessment criteria and hardship.

### **Commercial property review**

A comprehensive review of these assets undertaken in 2016, including the rationale for holding them and the importance of the incomes produced continues to guide the management of the portfolio today:

<http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6004>

As a result the last few years have seen significant changes in the portfolio, in particular the acquisition of several investment grade assets to replace those removed from the portfolio as a result of regeneration. Looking ahead we expect the completion

of several of the council's residential-led development projects to produce new commercial assets to be brought into management and our property managers work closely with project managers to ensure that the new space will be viable and sustainable.

The above is not to overlook the contribution (in financial and wider local economic and community terms) of the council's traditional portfolio, including high street shops including East Street and the Blue, shops providing local facilities on housing estates, and business estates such as Tower Workshops in SE1. We know that these are difficult times for high street retail and we continue to manage the portfolio pragmatically with this in mind. Importantly this part of the portfolio provides retail and business accommodation which, by its nature, is let at some of the most competitive rents and on the most flexible terms in the borough.

The possibility of new uses and new ideas are tested through meanwhile uses. In the business sector the provision of affordable workspace is facilitated in a range of planning and regeneration led development schemes.

### **High Streets and Shopping Parades**

A significant amount of the council's traditional commercial portfolio is made up of shops, frequently in small community focused parades, totalling 450 units with an annual rent roll of £10 million.

Many of these are of poor investment quality, but nevertheless perform an important role in providing locality based facilities for residents and visitors to the borough. Whilst these properties may not exhibit the economic characteristics of larger shopping centres, they are not immune from wider economic forces and, in particular, to consumer demand, changing shopper behaviours and alternative purchasing channels. Inevitably regeneration will be a factor here also, as town centre hierarchies come to be redefined and redistributed.

The Council plan makes a clear commitment to "Help Southwark's high streets and neighbourhoods to be thriving and vibrant, seek to achieve full occupancy and encourage residents to shop local to deliver a 15-minute city". A new Town Centres and High Streets Action Plan is being brought forward by the council's Economic Development Team, responding to the economic challenges arising from the Covid-19 pandemic, as part of the council's wider Economic Recovery Plan. We will look carefully at how the council's assets can contribute, having regard also to wider landlord and tenant considerations and the council's fiduciary obligations.

### **Estate Management Plans, flexible tenancies and meanwhile uses**

We have always looked carefully at the tenant mix in our high streets and other shopping locations. The 2016 strategy explains our approach further. Increasingly we have looked to more novel ways of using shop premises, and other vacant premises, in locations where it may be time to test fresh approaches, whilst doing all we can to support retail uses rather than extinguish them.

The council already adopts a pragmatic approach to letting difficult-to-let units and having regard to local need. The policy basis for this is, again, the commercial property asset management plan. It is being applied to good effect in the Blue Bermondsey and, where certain criteria are met, in other locations that might benefit from “meanwhile” uses and highly flexible lease terms (Tenancies at Will, for example). Criteria for introducing “meanwhile” uses include:

- New ideas (or older ones in new locations) that are demonstrated to be viable and sustainable over their projected lifetime;
- At least cost neutral for the council;
- Incoming tenant to ensure that that premises are safe, secure and statutorily compliant;
- Achieving an element of benefit to the local community, for example; meeting spaces, informal training and learning spaces, temporary rehearsal spaces, pop-up shops and exhibitions, and so on, where it is feasible to do so;
- Alignment with the Council Plan;
- Consistency with longer term asset strategy – commercial letting, alternative use, redevelopment etc.;
- Engender positive perceptions of a locality by signalling activity, security and vibrancy, instead of a boarded up building;
- Supporting existing (i.e. resident in the borough) VCS and smaller charity organisations in funding crisis, where there is a reasonable expectation of sustainable recovery.

Moving into the post-Covid recovery stage we will review which of our high streets and shopping parades can best benefit from the introduction of specific Estate Management Plans, and the criteria for doing so. Typically this might include new investment (in line with the strategy set out in AMP 2021) in existing retail premises to support marketability, the use of flexible rents and lease terms, to stimulate letting activity, achieve full occupation, coordinating a more beneficial range of use for the community and a better mix of shops reflecting local needs.

Across the portfolio we will work with community groups to identify assets that could be used to support community work or activity, including exploring short term use of buildings that are vacant.

### **Securing vacant properties pending sale, regeneration, etc.**

Meanwhile uses provide us with a useful means of safeguarding empty premises while they await re-letting, sale or alternative use. Dedicated security services in the same circumstances are expensive and have in the past given rise to concerns around London Living Wage issues. Like a number of other landlords we have, in a limited number of cases, entered into security contracts with Guardian companies to provide an alternative security service.

Although this applies across a very small number of buildings only, and will continue to do so for the time being, to satisfy ourselves that these arrangements represent

value for money, are appropriate to the council's legal and social interests as building owner, and are provided by suitable firms that are adequately regulated by the industry they operate in.

### **Aligning with Healthier High Streets commitments**

We periodically review our standard lease documentation to ensure it supports corporate objectives and reflects current law. During 2021/22 we will undertake a further review to check that that the Council Plan's aspirations continue to be fully supported, so far as we can do so in the context of lease contracts and Landlord and Tenant law. A key consideration in terms of the commercial portfolio will be alignment with the 2019 Cabinet approved Healthier High Streets policies and embedding the building blocks of healthy high streets:

<http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?AllId=55296>

As a socially responsible landlord some uses will always be undesirable in our commercial portfolio. In 2015 it was resolved that there should be no new loan shops or gambling establishments in council owned buildings (see "Promoting a Vibrant, Sustainable Retail Estate Aligned to Local Need")

<http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=5332>.

AMP 2021 now extends the ambit of these restrictions to include fast food premises, in line with previous Council Plan commitments regarding these uses and the corporate commitment to eliminating health inequalities. We have also reviewed what should be advertised on the council's small portfolio of advertising opportunities (sites let to third party operators to erect hoarding and let advertising contracts). There are already a number of restrictions around what can be advertised and these are extended to include High Sugar Salt and Fat foodstuffs in line with GLA / TfL advertising policy, and no alcohol.

### **Contributing to strong communities**

The commercial portfolio includes a number of properties let to community and other third sector group occupiers, The 2016 AMP for commercial property outlines the management arrangements for these assets and the pressures facing the sector (although it should be noted – see "Great Estates opportunities" below - that the council's tenant and resident halls are managed separately as part of the good and inclusive management of the council's housing stock).

To support the provision of a network of affordable community run buildings across the borough that meets the needs of local people and provide high value for money for Southwark residents these buildings will be reviewed, to ensure they are efficient and affordable; including rationalisation that will help achieve these objectives.

### **Great Estates opportunities**

We are also keen that the commercial portfolio should participate in and benefit from the holistic improvement programmes arising from the councils Great Estates pledge. For example:

- Improving the overall environment by incorporating retail and other non-residential units in estate improvement programmes. Currently blocks of dwellings might be subject to works, but the retail units under or adjacent to them are often left untouched;
- Acknowledging that in some cases the best option is alternative use, such as hidden homes;
- Better utilisation and publicising availability of community facilities on estates, such as Tenant and Resident Halls, to extend the offer to as wide a range of community interests as possible;
- Neighbouring investments to lever in investments in soft improvements – communal environment, opportunities for tenure integration and equality within and between developments - to estate environment in line with case studies in the Great Estates Guide

### Asset creation through regeneration

Planning requirements frequently see the inclusion of retail, employment and community uses within schemes delivered through the council's building programmes, to be delivered before the end of 2022:

<b>Project</b>	<b>No of units</b>	<b>Potential end use / floor area</b>	<b>Expected Hand Over</b>
Manor Place, SE17	3	A1 Pharmacy/ shop (85 m <sup>2</sup> ); A3 (285 m <sup>2</sup> ); B1/D1 Health Centre (745 m <sup>2</sup> )	June 2022
Braganza Street, SE11	3	B1 Work space (428 m <sup>2</sup> )	June 2022
Albion Civic Centre Site, SE16	5	A1/A3/A5/B1/D1 (426 m <sup>2</sup> )	March 2022
345 Southwark Park Road, SE16	2	B1/D1 (435 m <sup>2</sup> )	August 2022
Peckham Library Square, SE15	3	Gallery (255m <sup>2</sup> ); Gallery Storage (86m <sup>2</sup> ); Office/retail (82 m <sup>2</sup> ); B1 (201 m <sup>2</sup> )	March 2021 - November 2021
Flaxyard, SE15	2	A1/A3/A4 (247 m <sup>2</sup> )	June 2022
Old Kent Road, SE1	3	A1/A2 (TBC)	December 2021
Park House Street, SE17	2	Commercial/ Employment use (1091 m <sup>2</sup> )	November 2021

Where this is the case, we ensure there is an early opportunity to shape the space being provided with a view to optimising the investment or operational potential of these new assets, as appropriate. For commercial assets, our estate managers input on design, leasing options and marketing strategies to ensure that the end product makes a full contribution to the vitality and sustainability of the portfolio and the locality in question.

## **Affordable Business Spaces**

Southwark's Council Plan makes a clear commitment to strengthen and diversify the borough's economy and its cultural heart. A full employment borough, a vibrant Southwark and ensuring that the benefits of the digital revolution are realised at local level are all key themes in the Fairer Future promise.

The focus is on new and emerging, smaller ventures in the business and creative sectors; acknowledging the important role that each has to contribute within the borough and across London. These are challenging aspirations and we are reviewing our strategic approaches to delivering affordable workspace. This will assist us in targeting what type of space to provide, where this should happen. We will rely on partners and investors outside the council to deliver the schemes we will facilitate, using a combination of planning-led and regeneration-led delivery models.

## **Holding cost pressures - maintenance & compliance backlog**

A significant proportion of the estate is ageing and faces considerable quality and backlog maintenance challenges. In short, we need to spend money to preserve the value, utility and safety of our assets. A primary concern here is in the area of statutory compliance. Ensuring that our commercial buildings are compliant with an ever-increasing raft of statutory requirements has created growing holding cost / net income pressures.

As a landlord, the council is under a duty of care to ensure that the premises we let do not give rise to damage or unmanageable risks for tenants (notwithstanding the distribution of obligations in lease agreements) and neighbouring occupiers. Inevitably many of our shop units are underneath, adjacent or otherwise close to council housing.

Last year we procured detailed inspections of the highest risk uses within the portfolio by external consultants, including restaurants, takeaways, laundrettes and premises storing flammable goods (e.g. nail bars). This has identified the need for various works (primarily by tenants) and these are being managed through lease obligations. We are now expanding on the programme, acknowledging the need for specialist advice, over and above a traditional estate management inspection.

## **6. INVESTMENT & LAND ACQUISITION STRATEGY**

### **Introduction**

The council has a strong track-record of promoting investment in its borough, securing major schemes such as the Elephant and Castle regeneration through the strategic use of its own asset holdings. Increasingly the Old Kent Road area and Canada Water peninsula have emerged as the borough's pivotal areas of transformative change and investment for the future.

The emphasis of our investment activity is in acquisitions for home building, for other strategic purposes that directly or indirectly support the aspirations of the Council Plan, and providing social infrastructure. AMP 2021 formalises a robust approach to property asset investment decisions, and promotes the adoption of a new **Investment Strategy**.

The Strategy sets out a structured framework for direct investment in real property assets which will support the achievement of the council's corporate objectives, and deliver sustainable revenue streams where required. It promotes the establishment of a strategic **Asset Investment Board**, made up of officers, members and external specialist advisors as necessary to provide the necessary governance, direction and oversight in investment processes. Transparency will be a key factor also and this will include the predication of an annual Asset Investment Report outlining investment activity and performance against investment goals.

In the current financial climate AMP 2021 anticipates undertaking only essential investment in strategic priorities, which the council can afford and our appraisals conclude to be the preferred option (compared to "do nothing", invest in a higher priority, alternative use, disposal, etc.).

Recommendations for all of our largest investments will be accompanied by Equality Assessments to identify how they will assist the council in achieving its commitments on Southwark Stands Together and in its wider equalities work.

### **Strategic criteria for investment**

In making decisions about future or ongoing investments, the AMP 2021 sets out a number of initial strategic pillars under which proposed investments must fall. These align directly with the council's corporate objectives.

#### **Affordable housing supply - 11,000 new homes, empty homes and temporary accommodation**

The purpose of the council's New Homes programme is to maximise the supply of affordable housing, as far as programme viability allows, to meet unmet housing needs of Southwark residents. This includes 14,000 households on the Housing Register and 3,500 families in temporary accommodation.

The framework in which the council will deliver new homes and address the lack of truly affordable housing being delivered in the private and other sectors, has been approved by Cabinet in "Routes to 11,000: A New Council Homes Strategy for Southwark" (<http://modern.gov.southwark.gov.uk/ieDecisionDetails.aspx?Id=7057>). Based on this strategy a three year rolling action plan has been developed to implement the strategy and to respond to the changing opportunities and challenges.

Despite a 50% minimum council homes building requirement on all council land developed for residential purposes, the council does not own enough developable land to achieve its key objective of building 11,000 new homes. To bridge this resource gap, it continues to be necessary to acquire new sites, or otherwise add properties to the stock of dwellings that are available to let.

Therefore, under its New Homes Programme the council is proactively building a strategic land bank for developing 11,000 new council homes. In addition, depending on available resources and housing need, the council considers itself a counter-cyclical enabler of housing development during economic downturn. Preferred value-for-money acquisition opportunities to safeguard future pipeline for affordable home supply include:

- Complete or under construction residential developments that are i) struggling to find their intended market, and ii) adhere the council's New Homes Design Guide and standards for quality durability and manageability.
- Sites without planning permissions.
- Windfall sites, including One Public Estate sites with other public sector agencies that enable green growth, provide new community benefits and new routes to affordable housing.
- Multi-site lots/bundles of smaller sites or airspace rights across a wider estate.
- Sites adjacent to council land holdings.
- Sites that lend to providing specialist housing, including housing for senior residents.
- Sites that unlock other sites.
- Sites that support the wider programme viability of the council house-building programme.

In some cases a further output of our New Homes programme (and source of new funds for reinvestment) are homes to sell on the private market. This represents a relatively new direction for the Council. We are developing our strategy and have appointed consultants to assist us in this.”

### **Securing economic and infrastructure investment**

Whilst Southwark has an ambitious housing delivery programme, we also wish to acquire properties that have high economic value in terms of a return-on-investment over a long period of time (such as the investment options at Canada Water).

Equally, we would like to consider strategically important investments, which help to secure the achievement of Council objectives (such as sites along the OKR supporting protection of the Bakerloo Line extension route).

Consideration is also given to investment in new income generating assets to fund council services, and reinvesting in existing assets where there is a compelling business case to do so as part of effective asset management planning.

This also includes development properties that generate substantial incomes in their existing use (our Tower Workshops and Old Kent Road holdings, for example) but

will be released into regeneration schemes at a future point. Regeneration may in turn, after extinguishing or reducing an existing income stream, result in the creation of new income generating assets for the council. To allow property financial planning it is important that the dynamics of the income flows are fully understood and consistent with agreed strategies.

The council will continue to consider investing prudently on a commercial basis and to take advantage of opportunities as they present themselves. At no stage is the objective to support values in weakening markets, through bad investment decisions, selling for too little or paying too much to acquire assets.

### **Securing sustainable, high-quality employment opportunities, and industrial policy as part of the Green new deal**

Over the last two years, we have made great strides in working towards making Southwark a full employment borough. However, we know that the economic climate was already fragile, and this has only been exacerbated by Covid-19, with more individuals in precarious employment, or left in the position of losing their jobs and livelihoods.

We have ambitions to help 5000 people into work, and guarantee access to employment, training or volunteering for every school leaver. Investment opportunities that help to support these ambitions will be welcomed.

The council will support investments in new enabling infrastructure that can stimulate new sector and place-specific economic activity, with investments framed to maximise local apprenticeships and job opportunities (in line with the Mayor's Good Work Standard).

### **Delivering a sustainable response to the climate emergency**

Southwark declared a climate emergency in 2019, recognising that this is one of the biggest issues affecting our borough, the country and the world. The climate emergency has a direct impact on Southwark residents and the situation requires urgent action at all levels of government, business and individuals. It is our ambition to continue to go further to tackle the climate emergency, putting the environment at the heart of everything we do as a council.

Investment opportunities that allow us to positively respond to the climate emergency will be welcomed. The council will not make investments in its assets that do not match its commitment to meeting Carbon Net Zero. This will be measured by identifying whether every investment we make can achieve Net Zero in its operation by 2030.

### **Assessing investment opportunities**

In assessing each investment opportunity, the council has developed a structured process that will be followed, ensuring that we are taking a considered, strategic and measured approach to future acquisition. It is recognised that whilst the underlying principles are unlikely to change, the detailed criteria and weight attached to them can be expected to change over time; and in some cases according to the nature of the

investment proposition under consideration. Therefore, we will keep the methodology under review and refresh it from time to time through agreement with the Asset Investment Board.

This new process has an evaluation at each stage, and if a proposed investment does not reach the required threshold, as set out, it will not be considered further.

here are four key stages to the process, which we set out in more detail below.

#### **1. Strategic fit / focus**

Does the proposed investment align with Council Plan commitments or Council strategic priorities? This includes delivering new homes, securing economic and infrastructure investment, securing sustainable, high-quality employment opportunities or delivering a sustainable response to the climate emergency.

#### **2. Feasibility**

Are the proposed investment acquisition and our plans for them realistic propositions, including due diligence and funding considerations (utilising a mix of funding sources – reserves, disposal revenues, Public Loan Works Board, etc.).

#### **3. Value for money / risk**

Does the proposed acquisition provide value for money? Subject to careful due diligence (valuation, compatibility, capacity to deliver the scheme and reputational, based on an informed view of property specific and site risks) the council may decide to consider a moderately higher level of risk for strategic initiatives, where there is a direct gain to the council's revenues or the ability to deliver its statutory duties more effectively and efficiently. Investment in purely speculative development is excluded.

#### **4. Maximisation of opportunity**

Does the proposed acquisition have planning consent for redevelopment? No planning consent maximises opportunities to build new homes, schools etc. and social infrastructure, and to achieve Council House Design Standards over and above planning policy requirements. Sites with existing consents are considered only where there is an overarching service requirement that cannot otherwise be fulfilled. For the same reason the appraisal process is strongly weighted in favour of freehold ownership, with full flexibility for future asset management and decision making.

Below we set out the full process which will be followed for each new investment under consideration.

Criteria	Order of priority	Considerations	Proceed to next stage?	Business case including detail of how the criteria would be achieved and any mitigating factors*, additionality** etc.	Points available (range /10)	Points allocated	Weighting this section	% score
Does the proposal clearly deliver agreed corporate priorities (see AMP Action Plan) AND fall within the strategic priorities for investment (see below)?	1	a) yes - one or more performance measures in the corporate plan would be delivered, without conflicting with any other measure. The proposal falls within one of the strategic priorities for investment. <b>The proposal matches the council's commitment to meeting Carbon Net Zero.</b>	Yes	<b>Note:</b> in the case of proposals to invest in existing assets the business case will need to include a comparative assessment of the options available. These should include "do nothing", "lighter touch" and disposal using the same criteria, prioritising the Value for Money criteria. For income generating assets see also Appendix 2 below. <b>New buildings must be highly energy efficient, with all remaining energy from on site and/or off site</b>	9-10	0	25%	0.0%

		<p>b) partially - the proposal aligns with / supports one or other principles of the corporate plan, but does not specifically deliver a recognised performance measure <b>OR</b> causes the achievement of another performance measure to be diminished. The proposal falls within one of the strategic priorities for investment. <b>The proposal matches the council's commitment to meeting Carbon Net Zero.</b></p>	<b>Yes</b>	renewable sources by 2030	7-8			
		<p>c) the proposal does not satisfy a) or b) above, but mitigating factors should be taken into account as presented and evaluated in the business case</p>	<b>Yes</b>		4-6			
		<p>d) not fulfilled</p>	<b>No</b>		0-3			
<p><b>Is the proposal viable - is the investment affordable? Is it realistic to expect that the</b></p>	<b>2</b>	<p>e) yes - it can be clearly demonstrated that the proposal can be delivered within required timescales and budgets / resources</p>	<b>Yes</b>		9-10	0	25%	0.0%

objectives of the investment are fully deliverable, in line with the business and financial case agreed at the outset and appreciating the level of identifiable risk attaching to the project?		f) yes - it is reasonable to expect on the information available at the time of assessment, that the proposal can be delivered within required timescales and budgets / resources	Yes		7-8			
		g) the proposal does not satisfy e) or f) above, but mitigating factors should be taken into account as presented and evaluated in the rationale.	Yes		4-6			
		h) not fulfilled	No		0-3			
<b>Does the proposal deliver value for money</b> - i.e. over the life of the scheme, including for example in the case of development sites, any commercial incomes generated during the holding period prior to development	<b>3</b>	i) yes - it is demonstrated to represent the best balance of value and risk when compared to relevant benchmarks identified and other options <b>appraised OR</b> this is the only means of delivering the required outcome. In the case of investments in existing assets a required return on capital of <b>x%</b> shall be achievable.	Yes		9-10	0	25%	0.0%

		j) yes - but other options could deliver the required outcome or a similar range of outcomes. In the case of investments in existing assets a required return on capital of x% shall be achievable.	Yes		7-8			
		k) the proposal does not satisfy i) or j) above, but mitigating factors should be taken into account as presented and evaluated in the rationale.	Yes		4-6			
		l) not fulfilled	No		0-3			
<b>Does the proposal maximise current and future opportunity and flexibility?</b>	<b>4</b>	m) T&C Planning flexibility (sites without constraining existing consents) <b>AND</b> unencumbered freehold interest	Yes		9-10	0	25%	0.0%

	<p>n) Sites with constraining existing consents only where there is an overarching service requirement that cannot otherwise be fulfilled <b>AND/OR</b> freehold interests with limitations on title <b>OR</b> leasehold interests that will accommodate the proposal whilst still representing value for money and allowing an acceptable level of flexibility for future asset management and decision making (consider user clause, duration of lease, etc.)</p>	<p>Yes</p>	<p>7-8</p>			
	<p>o) the proposal does not satisfy m) or n) above, but mitigating factors should be taken into account as presented and evaluated in the rationale.</p>	<p>Yes</p>	<p>4-6</p>			
	<p>p) not fulfilled</p>	<p>No</p>	<p>0-3</p>			

**Total**                      **0**                      **100%**                      **0.0%**  
**Minimum score required**                      **50.0%**

- \* Mitigating factors - these will be proposal specific and need to be considered with regard to the four criteria and their order of priority above.
- \*\* Additionality - including, for example, opportunities for land assembly, recognising the potential to merge sites with nearby council land and the potential for the constructive use of statutory powers to acquire land. Advancing the council's corporate responsibilities and achieving the objectives of the Council Plan.

## 7. REGENERATION

The council's ambitious area based and social regeneration programmes determine the focus, scope and scale for our asset management activities; from site assembly, through alternative use and investment to the provision of new assets. The dynamics involved rebalance the location, quality and composition of our asset base.

Meanwhile, as the preceding section illustrates, it is the council's assets that have frequently been the drivers behind the achievement of far larger objectives that the council, acting in isolation, could not realistically deliver.

### Place and Wellbeing

Southwark Council has long understood the importance of place on health, community empowerment and economic productivity. There is increasing recognition that traditional economic measures of success are not capturing the value of a range of important deliverables more closely aligned to what really matters at a community level. The council has moved towards seeking out a more common currency of place, wellbeing and social value:

- **Ensuring regeneration works for everyone:** working with communities, developers, and partners within and outside the council to ensure that all communities benefit from changes in the borough, maximising opportunities to promote wellbeing, improving the public realm, building communities, and creating robust infrastructure;
- **Building strong, resilient and cohesive communities:** strengthening and modernising the way the council connects and interacts with local communities, and work with our partners to promote asset based community development;
- **Promoting health, wellbeing and addressing inequalities:** working with health, care, community and other partners to improve health, wellbeing and tackle inequalities for all of Southwark's residents;
- **Ensuring decisions are based on better data, evidence and intelligence:** data and information to inform decision-making, policy development and the way we deliver our business. We will promote digital approaches and innovation to improve impact, reduce costs;
- **Creating pride of place for our borough:** work with partners within and outside the council to ensure Southwark is the best place to live, work, play and learn and be economically productive.

## Milestones

We summarise below our key asset led achievements, where good asset management has been successful in driving change. In turn these provide a valuable perspective of the scope, scale and complexity of the undertaking ahead.

For ease of presentation these achievements are broken down functionally as asset management, regeneration and capital projects. More so for the years ahead these same categories translate at a fundamental level in to the following propositions for our asset management planning to internalise, shape and deliver on:

<b>Asset management:</b>	Building on existing assets and emerging economic strengths;
<b>Regeneration:</b>	Identifying and bringing forward appropriate sites for commercial development and social regeneration;
<b>Capital Projects:</b>	The responsible and pragmatic use of public sector financial resources

## Asset Management

- Generation of £140 million in capital receipts projected by year end, supported by regeneration teams. This is the principal funding resource for the council's capital programme which pays for the libraries, leisure centres, schools and parks all benefiting our local residents.
- The most proactive acquisitions programme in years, supported by regeneration teams. Purchase to date £100+ million of property for investment, strategic delivery of social infrastructure (e.g. schools) and affordable housing for council homes.
- Statutory valuation processes, financial reporting and estate management workflows transformed through implementation of innovative, bespoke IT solutions developed in-house.
- Unlocked new incomes through thematic portfolio review – an additional £700,000 per annum from the telecoms estate; whilst also expanding the infrastructure for broadband connectivity across the borough and particularly for the Rotherhithe peninsula.

## Regeneration – South of the Borough

- Compulsory Purchase Order (Aylesbury) Public Enquiry and subsequent confirmation of the CPO by the Secretary of state – seen as an industry test case for estate regeneration the team successfully put the case for estate regeneration forward which was accepted both by the independent inspector and the Secretary of State. This means that

vacant possession can now be granted on the next phase of the Aylesbury regeneration which will deliver approximately 850 new homes with construction starting in the spring

- Opening of Mountview Theatre School in Peckham Square – A suite of statutory consents, agreements and finance was required to facilitate the delivery of the theatre school which has one of the most extensive community/outreach programmes of any cultural organisation.
- Opening of Peckham Palms – a commercial hub dedicated to afro/Caribbean hair and beauty. Not only providing new high quality accommodation for businesses which have had to move from

Peckham Station to facilitate the creation of a new public square but also business support to ensure that the businesses flourish

- Facilitating the return of Dulwich Hamlets Football Club to Champion Hill – Complex triparty negotiations between DHFC and Meadow Partners (owners of the stadium) which has enabled the club to return to its home at Champion Hill with the first match to be played on Boxing Day 2018 as well as the development of a training/community pitch on the adjoining Greendale
- Significant land acquisitions on the Old Kent Road to guarantee the delivery of the social infrastructure required for a successful neighbourhood.

### Regeneration – North of the Borough

- Completion of the Master development Agreement on Canada Water – This is the agreement between the council and British Land which will facilitate approximately 5 million square feet of development over the next 15 years (subject to planning). A highly complex and initiative agreement which ensures the council benefits financial as the area is transformed with significant investment rights into the project it also secures a new public leisure centre in phase 1 and the option for the council to purchase homes for social rent.
- Completion of Walworth Square and installation of the new war memorial – Commission delivery and installation of Southwark's new war

memorial in the newly created Walworth Square. Delivered on time and within budget it was dedicated as part of the centenary marking the end of the WW1.

- Adoption of the Social Regeneration Charter for Canada Water – development and formal adoption of the SC charter for Canada water in partnership with British Land ensuring that local residents benefits from the £5 billion of investment which will be secured in their neighbourhood.
- Winning support and necessary approvals to redevelop disused garages at Perronet House into affordable retail to support businesses at the E & C. This

scheme not only provides opportunities for traders in the E & C shopping centre to be relocated but also value for money shopping for local residents

- Development of a framework for significant investment in St Thomas Street East which will see over £1 billion of investment creating a new business district and 10,000 plus jobs. Working alongside colleagues in planning and 4 different land owners developing a comprehensive holistic approach to ensure best practice place making is applied to a joint vision.
- Facilitated with colleagues in planning the redevelopment of London Bridge Station and the building of the London School of Contemporary Music and the Science Gallery with St Thomas Square.
- Supporting the local economy and delivery of public services in our regeneration areas. Terms have been agreed for new Walworth Library and heritage centre on Walworth Road.

## Capital Projects

- Peckham Rye Regeneration – creating quality play facilities for children to enjoy. Projects opened in time to be enjoyed during the long hot summer holidays.
- Cherry Gardens School – completion of a fantastic new Special School for some of our most vulnerable children offering 95 places and space for an Outreach services. The schools boasts a range of special features including Hydrotherapy pool, a new nursery, high quality teaching areas and external play areas facilitating best practice in special education.
- The first phase of Charter School estate Dulwich completed and handed over to the school as well as facilitating the start of site of the Dulwich Health Hub. Children will begin their new term after Christmas at their new school - a £48 million investment into a brand new school ensuring our children do have the very best facilities and start in life
- Delivery of Sumner road housing development – the council's largest house building project delivering 80 council homes plus 42 homes for sale as well as a community centre.
- Opening of RIBA London award winning facilities in Albion School, Belham School, Grange School, Charles Dickens Schools.
- Securing Building Design Award Client of the Year 2018 and Building Design Best Education scheme for Bellenden School

## Old Kent Road

The Old Kent Road regeneration is an ambitious 20 year plan for the delivery of 20,000 homes, 10,000 new jobs and a revitalised town centre. It will deliver new parks linking the Greener Belt, schools and the benefits of social regeneration for all.

The plan proposes to mix employment and residential uses at a scale not seen before in London or the UK. An innovative blend of industrious uses alongside new homes that create truly mixed use neighbourhoods and deliver a minimum of 35% affordable housing. The aspiration is to make Old Kent Road an inviting place to both live and work, “a civil and humane community in which old and young can flourish together”. For more information see <https://oldkentroad.org.uk/>

## 8. ASSETS HELD FOR SALE & DEVELOPMENT

The resurgence of council house building has fundamentally changed the landscape for asset disposals in most local authorities. Southwark is no exception.

The council’s commitment is to provide high quality homes for those on a range of income, which are flexible to peoples housing needs as they change over time, while enabling existing communities to have a future in the borough (it has been noted in the Investment Strategy section of the AMP that, despite the extensive land holdings within the council’s control, it is insufficient to deliver the council’s house building targets.

For the first time in decades land ownership and building resources, rather than debt funding have become the limiting factor in delivering capital development programmes. It is unlikely that the council will build all of the 11,000 new homes it has committed to deliver by 2043 on land it currently owns. Instead it may decide to invest in the purchase of more land, or enter into partnership arrangements, or buy completed units of accommodation for occupation by council tenants in affordable tenures.

### Delivering new homes

The council’s vision is to lead the way in providing good quality homes for people on a range of incomes, including building 11,000 new council homes, one of the most ambitious council house building programmes in the country:

- 11,000 new council homes by 2043, (2,500 of these by 2022) and hundreds more shared ownership properties;
- 20,000 net new homes in the next ten years of which 7,000 will be affordable homes, ensuring these are genuinely affordable to our local residents;
- Unlocking a number of housing sites in key locations across Southwark such as Canada Water and Old Kent Road;
- Working in partnership to develop good quality, well managed privately owned and rented homes.
- On council land 50% of new dwellings built will be affordable.

## Building, exchanging participating and replacing – rarely selling

In allocating land and buildings that has become surplus to the council's operational or investment requirements the following scheme of prioritisation is applied to support the commitment for more and better homes:

1. House building to provide a range of tenures including social rent;
2. Where sites are unsuitable for residential development in planning use and viability, their ability to contribute to the achievement of other Council Plan commitments, (providing affordable workspace throughout the borough, for example) and alternative, sustainable operational uses is appraised;

This includes whether buildings are listed and require substantial investment to ensure their future. Heritage assets in particular are challenging for the council to maintain sustainably. They often have specific investment requirements and as an owner there are particular requirements placed on the council. Examples include Walworth Town Hall and Kingswood House.

3. Disposal.

Therefore assets that might once have been sold to generate capital receipts (for reinvestment according to corporate priorities) are deployed instead for direct development and regeneration in partnered schemes to provide new homes in a range of tenures. Inevitably this reduces incomes from this source.

## Outlook for capital receipts

In view of the important role receipts from asset disposals play in funding the capital programme, they are closely monitored and reported periodically (to the Lead Member for Finance, Performance and Brexit and the Strategic Director of Finance & Governance) to ensure alignment.

Looking forward the picture is more uncertain. Even aside from the factors discussed previously, the easy deals have all been done; their proceeds have been banked, programmed and spent. Typically these would involve land sales, the disposal of redundant buildings and the selling of vacant residential "street" properties, which were difficult and expensive to manage (and occupy) in housing management terms. Overage payments (contractual payments, post-completion triggered when specified sales or planning targets are met) had also made a growing contribution to these figures in the last 5-10 years.

From 2020 onwards, notwithstanding the impact of Covid-19 on property markets, we have seen receipts begin to decline as the effects of redirecting surplus assets into house building programmes start to be seen. We will monitor the position carefully, to inform capital programming.

# ASSETS ACTION PLAN PART II

## Using our Assets to Deliver Council Plan Objectives

### A PLACE TO CALL HOME

- Deliver or start on site at least 1,000 more council homes by 2022
- Deliver quality new homes for residents and a new library and GP Health Centre on the Aylesbury Estate, with no reduction in the number of social rent homes
- Refurbish and expand Maydew House, with 100% of the homes for council rents

### CLIMATE EMERGENCY

- Make Southwark carbon neutral by 2030 and deliver the Southwark Climate Emergency Strategy
- Use land and roofs on our council estates to produce clean energy

### GREEN & FAIR ECONOMIC RENEWAL

- Protect, promote and support Southwark's creative and cultural sector
- Help Southwark's high streets and neighbourhoods to be thriving and vibrant, seek to achieve full occupancy and encourage residents to shop local to deliver a 15 minute city
- Back new and growing green business and social enterprises, with help to access business support, affordable workspace and finance to help to deliver the new infrastructure Southwark needs
- Ensure more residents benefit from the digital revolution by piloting free and affordable broadband on council estates

### TACKLING HEALTH INEQUALITIES

- Continue to protect adult mental health services
- Open two nursing homes
- Build extra care housing
- Ensure that work continues to open a new, modern leisure centre at Canada Water
- Tackle obesity and food insecurity through a borough-wide Sustainable Food Strategy

## **A GREAT START IN LIFE**

- Support schools to close the attainment gap and ensure children can catch up on education missed during COVID-19
- Work with communities to find local solutions that protect young people from community harm and exploitation, including knife crime

## **SOUTHWARK TOGETHER**

- Secure a site for the Black Cultural and Heritage Centre and carry about consultation with residents and community groups to help shape the final plans
- Protect your finances, spend money wisely during a difficult financial period and only increase council tax to protect services for the most vulnerable
- Open the new library and heritage centre on the Walworth Road
- Ensure Kingswood House remains an asset for the local community and improve facilities on the Kingswood Estate
- Work with residents to agree an estate improvement plan for the Brandon, including better facilities for young people
- Ensure libraries retain a central role in our local communities, with continued investment and innovation

## A PLACE TO CALL HOME (PCH)

Performance Plan Ref.	Corporate Commitment	Asset Management Actions	Notes	Inputs / Performance indicator
PCH2 / PCH4	<b>Deliver or start on site at least 1,000 more council homes by 2022</b>	<p>The primary contribution our asset management planning makes is in influencing the supply of development land for Direct Delivery and other housing led regeneration, and new home.</p> <p>All assets either have, or are being reviewed to consider their potential to contribute to building new homes.</p> <p>Where the circumstance of an existing asset holding change, e.g. surrender of a lease on investment properties, an operational property being released for alternative use or disposal, its potential as a housing site is the priority</p>	<p>The council's vision is to lead the way in providing good quality homes for people on a range of incomes, including building 11,000 new council homes, one of the most ambitious council house building programmes in the country.</p> <p>The council is committed to providing a mix of high quality homes in different tenures for those on a range of income, which are flexible to peoples housing needs as they change over time, while enabling existing communities to have a future in the borough</p>	<p><b>Investment</b> - 11,000 new council homes by 2043, (1,000 more of these by 2022)</p> <p><b>Acquisition</b> – support Housing led projects to acquire ex-LA flats within the borough within defined programmes including, for example, to support Temporary Accommodation options <b>(PCH1)</b></p> <p><b>Strategic</b> - Unlocking housing sites in key locations across Southwark e.g. Old Kent Road</p> <p><b>Strategic</b> - Working in partnership to develop good quality, well managed privately owned and rented homes.</p> <p><b>Advisory</b> - provide property advice to help secure the future of the Ledbury Estate, improving the estate for all residents and increasing the number of council homes <b>(PCH4)</b></p>

Performance Plan Ref.	Corporate Commitment	Asset Management Actions	Notes	Inputs / Performance indicator
		consideration.		<b>Advisory</b> - provide property advice to help agree major improvements on the Tustin Estate, ensuring residents have the final say and there is no reduction in council homes <b>(PTB12)</b>
<b>PCH13</b>	<b>Deliver quality new homes for residents and a new library and GP Health Centre on the Aylesbury Estate, with no reduction in the number of social rent homes</b>	Ensure appropriate lease terms to protect and generate a commercial return from the council's investment	-	<b>Investment</b> - complete construction of library and Health Centre by end FY 2021/22. Completion of lease.
<b>PCH14</b>	<b>Refurbish and expand Maydew House, with 100% of the homes for council rents</b>	Assist site configuration through the relocation of the Bede Community Centre to a new facility within the scheme	Agreement for lease and lease of new build community centre for Bede. Bede will surrender the lease on their existing centre to the council.	<b>Strategic</b> – progress transaction to completion, having regard to Maydew development project

## CLIMATE EMERGENCY (CE)

Performance Plan Ref.	Corporate Commitment	Asset Management Actions	Notes	Inputs / Performance indicator
CE1	<b>Make Southwark carbon neutral by 2030 and deliver the Southwark Climate Emergency Strategy</b>	<p>Progress a programme across our commercial estate to ensure that all units are compliant with Minimum Energy Efficiency Standards requirements.</p> <p>Ensure that investment opportunities are assessed in terms of matching the council's commitment to meeting Carbon Net Zero.</p> <p>Ensure that new buildings are highly energy efficient, with all remaining energy from on site and/or off site renewable sources by 2030</p>	The MEES regulations are mandatory on all landlords where a new lease is granted.	<p><b>Asset Management</b> - achieve a minimum of an EPC level 4 for all new lettings and lease renewals by 2025, at which point we will review the programme going forward.</p> <p><b>Investment</b> - require that new investment assets produced through regeneration and home building achieve environmental performance standards by design.</p> <p><b>Asset Management</b> – review standard lease to ensure compliance with environmental legislation. Consider contribution of proposed use in new lettings, as part of the tenant selection process.</p>

<p><b>CE5</b></p>	<p><b>Use land and roofs our council estates to produce clean energy</b></p>	<p>Consider feasibility of rooftop generating schemes on council owned premises, including residential and non residential assets</p>	<p>To ensure that any schemes brought forward do not conflict with, nor are compromised by other rooftop uses e.g. accommodation extension, telecoms estate, maintenance programmes</p>	<p><b>Strategy</b> - Liaise with Housing and CFM on opportunities and leasing structures for rooftop generation schemes</p>
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## GREEN & FAIR ECONOMIC RENEWAL (GER)

Performance Plan Ref.	Corporate Commitment	Asset Management Actions	Notes	Inputs / Performance indicator
GER9 / GER10	<b>Protect, promote and support Southwark's creative and cultural sector</b>	Consideration of potential to provide new affordable cultural space in asset decisions, acknowledging the competing demands on assets	Note GER10 Establish a Creative and Cultural District in Camberwell and Peckham	<b>Strategic</b> - Support through identifying accommodation options and flexible, realistic lease terms where the council's own assets are involved
GER11	<b>Help Southwark's high streets and neighbourhoods to be thriving and vibrant, seek to achieve full occupancy and encourage residents to shop local to deliver a 15 minute city</b>	Review property holdings in High Street / Town Centre locations.  Progress and facilitate programme of locality based regeneration projects, where complimentary private investment supports existing and new retailing and leisure destinations	Only a limited number of Southwark's retail business premises occupy High Street / Town Centre locations.  Challenge to avoid creating a two-tier market, but also to note opportunities arising as result of proposed relaxation of Use Classes Order in relation to high streets, etc.	<b>Asset Management</b> - review further opportunities for a curated approach as adopted at the Blue, taking a flexible and pragmatic position - but taking into account also the income generating role of these assets to fund services.  Where it is viable to do so, consider use of meantime uses where longer term voids are expected to arise in the re-letting process; to stimulate footfall and activity and explore new ideas for complimentary uses in these locations.
GER12	<b>Back new and growing green business and social enterprises,</b>	Leasing arrangements and	-	<b>Strategic</b> - facilitate 100+ units per year. Monitor gains and duration of provision from planning and regeneration

	<b>with help to access business support, affordable workspace and finance to help to deliver the new infrastructure Southwark needs</b>			sources.
<b>GER13</b>	<b>Ensure more residents benefit from the digital revolution by piloting free and affordable broadband on council estates</b>	Extension and mobilisation of rooftop telecoms estate	See also GER14 Provide free fast Wi-Fi for all Southwark residents in a network of community buildings across our borough	Leasing arrangements on commercial terms and equipment wayleaves

## TACKLING HEALTH INEQUALITIES

Performance Plan Ref.	Corporate Commitment	Asset Management Action Plan	Notes	Performance indicator
HI3	<b>Continue to protect adult mental health services</b>	Ensure the effective use and management of property assets used by Adult Social Care, which is consistent with strategic and corporate asset management planning objectives of the council.	The Adult Social Care (ASC) Capital Board has been convened to guide and oversee asset development for this purpose. It is a senior officer governance and advisory body on the development of an ASC Capital Strategy and to monitor the delivery of ASC capital projects. The Head of Property sits on the board.	<p><b>Corporate</b> - contribute to development of ASC asset strategy and Capital Programme in context of corporate asset management planning.</p> <p><b>Strategic</b> - support ASC led development of an asset management plan for property assets used by ASC.</p> <p><b>Strategic</b> – explore potential of Housing Direct Delivery programme to provide viable options for accommodating LD residents. (Also potential for HARSL provision).</p> <p><b>Casework</b> - property advice on case specific projects including transfer of assets to academy.</p>

Performance Plan Ref.	Corporate Commitment	Asset Management Action Plan	Notes	Performance indicator
HL2	Continue to protect adult mental health services	<p>Review of accommodation options for People With Learning Disabilities:</p> <p>Programme of deregistration of traditional care homes and reorganisation on Supported Living basis via intermediary landlord. This grouping of assets referred to as the <b>Brandon Trust Portfolio</b>.</p>	<p>A project commenced approximately 3 years ago to modernise the homes according to current best practice for provision.</p> <p>This has generally involved migration to a Supported Living approach, entailing leases with a third party provider (the council cannot grant appropriate tenancies without them acquiring full security of tenure, where in practice more flexibility is required in this sector)</p>	<p><b>Casework</b> – enter into lease arrangements with intermediary landlord to facilitate strategic deregistration of <b>Alma Grove, Mount Adon Park and Therapia Road</b></p> <p><b>Strategic</b> – support review of potential for Mount Adon Park &amp; Therapia Road as LD flats or for disposal</p> <p><b>Asset release / reuse</b> – option appraisal for <b>Dover Lodge</b>. Already deregistered. However, this is a large, expensive to run, old house with a high capital value upon sale, or Direct Delivery Housing scheme. Regeneration Capital Works Team liaising with Housing.</p> <p><b>Asset release / reuse</b> – consider sale / reuse options for <b>52-60 Grosvenor Terrace</b> which has been released by the service</p>

<p><b>HI6</b></p>	<p><b>Open two nursing homes</b></p>	<p>Lease to third party restructured for Burgess Park (Picton Street) home to facilitate investment and redevelopment by home operator.</p> <p>Potential further transaction involving closed facility on D'eynsford Road, or alternatives to be identified through regeneration etc. schemes.</p> <p><b>Additional:</b></p> <p>Review options for <b>Bowley Close</b> care home</p>	<p>Potential to deliver the commitment by bringing failing or closed facilities back into use. The properties referred to are older format facilities with c.40 bed capacity. New leasing deals would see the demolition of existing buildings, and their replacement with viable new, 70-80 bed care homes.</p> <p>In each case there have been difficult tenure issues to work with and for this reason a contingency plan has also been explored, bringing into play an LBS owned site in Peckham.</p> <p>Small format care home. Held freehold by the council but with numerous restrictions in favour of NHS limiting all dealings, change of use, etc.</p>	<p><b>Casework</b> – Burgess Park lease restructured with new operator and new development progressing</p> <p><b>Casework</b> – D'eynsford Road lease in negotiation with existing operator</p> <p><b>Strategic</b> – optional appraisal for Talfourd House / Curlew House</p> <p><b>Strategic</b> – options work and exploratory discussion with NHS – potential for joint scheme. Consider short term occupation(s) in interim.</p>
<p><b>HI7</b></p>	<p><b>Build extra care</b></p>	<p>Extension of Extra Care elders housing at</p>	<p>The scheme will free up <b>Fred Francis House</b> (Lordship Lane,</p>	<p><b>Investment</b> – Progression of <b>Cator Street II</b></p>

	<b>housing</b>	<p>Tayo Situ House, developing car park of former <b>Cator Street</b> training centre.</p> <p>Further supply in <b>Aylesbury Estate</b> regeneration</p>	<p>SE22) for alternative use, along with <b>Scovell Road / Stones End</b></p> <p>Concerns over specification / configuration of provision expressed by service to be resolved.</p>	<p><b>Asset release / reuse</b> – Fred Francis, Stones End</p> <p><b>Investment</b> - Delivery of Aylesbury Estate regeneration.</p>
<b>HI9</b>	<b>Ensure that work continues to open a new, modern leisure centre at Canada Water</b>	<p>A report to the council's planning committee on this scheme is expected to be made in early 2019.</p>	<p>The programme for the delivery of the new public leisure centre [comprising 8 lane swimming pool, learner pool, 4 court sports hall, gym, studio's] is dependent on the outcome of the planning process.</p> <p>British Land have submitted a detailed phase 1 application which includes the new council leisure centre in plot H2.</p>	<p><b>Investment</b> - obtain planning consent by and target vacant possession. Undertake further work on the detailed design and costings to be reported through internal project governance structures.</p>
<b>HI12</b>	<b>Tackle obesity and food insecurity through a borough-wide Sustainable Food Strategy</b>	<p>Extend policy introduced in 2015 preventing undesirable uses in council owned premises. This included loan shops on a mandatory basis and a discretion on gambling establishments.</p>	<p>As regards loan shops this excludes registered credit unions and businesses where pawnbroking is undertaking ancillary to the main area of activity e.g. jewellers.</p> <p>The letting prohibition relates to <b>new</b> operations. The council's commercial portfolio contains a number of betting shops and</p>	<p><b>Strategic</b> - AMP 2021 now extends the ambit of these restrictions to cover new lettings to all loan shops, gambling establishments and fast food premises with immediate effect.</p> <p><b>Strategic</b> - Review policy for advertising on LBS land in line with GLA / TfL approach (LBS</p>

			<p>similar and fast food outlets. Many of these are let under tenancies which are statutorily protected at renewal.</p> <p>Change will be incremental over time, where leases end rather than being renewed.</p>	<p>to publish Healthy Advertising policy), and excluding High Sugar Salt and Fat foodstuffs</p>
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## A GREAT START IN LIFE (GSL)

Performance Plan Ref.	Corporate Commitment	Asset Management Action Plan Objective	Notes	Performance indicator
GSL1	Support schools to close the attainment gap and ensure children can catch up on education missed during COVID-19	<p>Ensure the effective use and management of property assets used by Education that is consistent with strategic and corporate asset management planning objectives of the council.</p> <p><b>Priority themes:</b></p> <p><u>Sufficiency of provision</u> – aligning supply to demographic demand, particularly in the case of failing schools and falling rolls. Potential new/additional uses for buildings. See also <b>GSL 8</b>.</p> <p><u>Capital Programme</u> – development, bidding process etc.</p> <p><u>SEND Programme</u></p>	<p>The Education Place Planning and Capital Programme Board is a senior officer governance and advisory body on managing the Local Authorities statutory duty to ensure sufficiency of places, suitability and condition of educational provision and compliance</p> <p>The Government has committed £215 million of</p>	<p><b>Corporate</b> - contribute to development of Education Place Planning and Capital Programme in context of corporate asset management planning.</p> <p><b>Strategic</b> - support Education Department led development of an asset management plan for property assets used by Education.</p> <p><b>Casework</b> - property advice on case specific projects including transfer of assets to academy.</p> <p><b>Casework</b> - complete leasing arrangements to third party</p>

		<p>Agreed terms for temporary use of Bishops House as a SEND resource.</p> <p>Longer term options under consideration including new build accommodation and disposal of Bishops House</p>	<p>capital funding to help local authorities create new school places and improve existing services for children and young people with SEN (Special Educational Needs and disabilities).</p>	<p>operator for Bishops House (medium term only)</p> <p><b>Strategic</b> - support &amp; review evolving service requirements and buildings options for longer term accommodation</p> <p><b>Strategic</b> - consider future accommodation options under consideration</p> <p><b>Asset release / reuse</b> - establish programme for release and future use / disposal of Bishops House (high value capital asset)</p>
<b>GSL</b>	<b>Work with communities to find local solutions that protect young people from community harm and exploitation, including knife crime</b>	<p>Explore interim and long term leasing options. Support process to identify, agree terms and let to a suitable long term operator.</p>	<p>The Blue youth club on Southwark Park Road, Bermondsey has been closed since 2017. The value of an operational youth facility to the community here is fully acknowledged and is reflected, for example in a recent new budget allocation.</p>	<p><b>Casework</b> – negotiate terms for short term occupation under tenancy at will with interim community operator</p> <p><b>Casework</b> – support tender for long term operator; property leasing advice and completion of lease on suitable terms to be agreed.</p>

**Council Plan theme:**

**1. SOUTHWARK TOGETHER (ST)**

<b>Performance Plan Ref.</b>	<b>Corporate Commitment</b>	<b>Asset Management Action Plan</b>	<b>Notes</b>	<b>Performance indicator</b>
<b>ST6</b>	<b>Secure a site for the Black Cultural and Heritage Centre and carry about consultation with residents and community groups to help shape the final plans</b>	Support through identification and appraisal of accommodation options	-	Support through identification and appraisal of accommodation options
<b>ST17</b>	<b>Protect your finances, spend money wisely during a difficult financial period and only increase council tax to protect services for the most vulnerable</b>	<p>Manage the portfolio, lettings, lease renewals and rent reviews to achieve a year on year increase of rents in charge</p> <p>Keep the disposals programme, and sources of receipts, constantly under review to provide realistic inputs to capital programming.</p> <p>Consider alternative strategies / asset uses to mitigate the new and</p>	<p>Rent from commercial property assets is a crucial funding source for council services. The Portfolio consists of non-operational commercial, industrial and miscellaneous property holdings that generate income.</p> <p>Reports on the performance of the commercial estate are brought to the Cabinet Member for Finance and Resources each month.</p>	For full coverage of commercial property performance see below.

		accelerated pressures of Covid-19 economic downturn.		
<b>ST9</b>	<b>Open the new library and heritage centre on the Walworth Road</b>	<p>A new library will provide a state of art permanent home for the Newington Library and Cuming and other collections, displaced from the fire at Walworth Town Hall in March 2013.</p> <p>Suitable premises identified locally within West Grove, Elephant Park.</p> <p>Lease terms negotiated and to proceed to completion subject to Cabinet approval and agreeable detailed terms.</p>	<p>The former Newington Library (including the Cuming Museum collection) was affected by the major fire at Walworth Town Hall in March 2013, forcing it to close.</p> <p>As an interim measure, a temporary library was provided in the “Artworks” scheme on Elephant Road. This site was transferred to Lend Lease for development and the temporary library ceased operation at the end of 2018 leaving a void in service provision for the locality.</p>	<b>Strategic</b> - grant of long lease - an internal repairing lease subject to service charges. A term of 250 years at a peppercorn rent on payment of a negotiated premium. Tenant may underlet or transfer the lease, subject to Landlord call option.
<b>ST11</b>	<b>Ensure Kingswood House remains an asset for the local community and improve facilities on the</b>	<p>Options appraisal for alternative management approach to be developed from soft market testing exercise.</p> <p>Consider opportunities</p>	<p>Kingswood House hosts a public library and youth facility, amongst other community and business based uses.</p> <p>For some time the use of the building has struggled to find a sustainable direction. Escalating</p>	<b>Strategic</b> – support appraisal of options. To consider also future potential of Seeley Drive Shops

	<b>Kingswood Estate</b>	for commercialisation, nevertheless balancing commercial and community uses.	maintenance and compliance costs, including works backlog, are a known resources pressure on the service department.	
<b>ST13</b>	<b>Restore the Walworth Town Hall with a new publicly accessible and protected community space</b>	Secure significant investment from private developers, without which the critical restoration work could not be brought forward and would have left the greatly-valued historic building at further risk of being lost.	The building has stood vacant for some years and after the council's investment to undertake repairs to structure and fabric, the transformation in to a cultural hub will feature flexible studio and work spaces ideal for start-ups and small businesses across 50,000 sq. ft.	<b>Strategic</b> – project management and developer selection. Agreement of terms and grant of long lease.
<b>ST14</b>	<b>Work with residents to agree an estate improvement plan for the Brandon, including better facilities for young people</b>	Support consideration of options for a) Brandon Community Centre and b) Maddock Way shops. Support project board.	-	<b>Strategic</b> – commercial and VCS estate management
<b>ST12</b>	<b>Ensure libraries retain a central role in our local communities, with continued investment and innovation</b>	Management of leases where applicable. Compliance. Realistic property spend. Commercialisation.	-	<b>Investment</b> – delivery of a new library progressing on the Aylesbury, co-located with a health centre, due to open in 2021/22.  Consider future use of East Street Library

## **ACTION PLAN FOR ASSETS PART II**

### **Asset Management activities to support corporate goals**

#### **1. MANAGING OPERATIONAL PROPERTY IN CONJUNCTION WITH CORPORATE FM & MODERNISE**

- Maintain the corporate estate effectively, achieving value for money
- Ensure statutory compliance across the corporate estate
- Efficient provision of FM services
- Consider corporate landlord operating model
- Achieve fit for purpose IT systems for asset management planning

#### **2. OFFICES PORTFOLIO & ORGANISATIONAL CHANGE**

- Configure a fit for purpose offices estates for the post Covid era, aligned and responsive to organisational demand and development.
- Options for Childrens Services hub, moving on from QR4 proposals
- Finalise new lease for 47b East Dulwich Road.

#### **3. COMMERCIAL PROPERTY & INCOME**

- Maximise rental income across the commercial portfolio generally
- Effective management of investment grade property holdings
- Investment in assets and their management where there is a clear business case (or owner / lessor obligation) to do so

#### **4. INVESTMENT & ACQUISITION**

#### **5. SURPLUS PROPERTY, DISPOSAL & ALTERNATIVE USE**

## MANAGING OPERATIONAL PROPERTY IN CONJUNCTION WITH CORPORATE FM & MODERNISE

Ref.	Objective	Asset Management Action Plan	Notes	Inputs / Performance Indicator
1.1	<b>Maintain the corporate estate effectively, achieving value for money</b>	Implement new programme to assess feasibility of asset retention, linked to suitability and operating cost / MTFS / departmental budget planning	Dealing with a complex and diverse portfolio with backlog maintenance issues, and radically altered demand and user expectations post Covid-19.	<p>Seek updated condition survey information about the operational estate.</p> <p>Development and implementation of a forward maintenance plan and fully costed asset lifecycle planning regime</p> <p>Monitoring contractor, planned and reactive maintenance through a clear portfolio of key performance indicators.</p>
1.2	<b>Ensure statutory compliance across the corporate estate</b>	<p>Comprehensive arrangements to ensure estate is compliant, with clear identification of responsible officers with appropriate capacity / knowledge to deal.</p> <p>Reflect recommendations of 2019 audit of corporate fire safety arrangements</p>	Responding on a growing body of owner / occupier legislation affecting public buildings. A necessary area in which to achieve statutory compliance, but also one with cost and viability implications.	<p>Expand the corporate compliance programme to support the buildings identified across the operational estate.</p> <p>Monthly compliance activity reports and remedial works planning</p> <p>Monthly activity reporting with associated remedial works plans – monitored by CFM staff to completion</p> <p>Quarterly reports to be uploaded</p>

		Assess feasibility of asset retention, linked to suitability and operating cost / MTFS / departmental budget planning		to the 'Manhattan' system
<b>1.3</b>	<b>Provision of FM services</b>	Two new FM contracts commenced in June 2020 – the contracts provide hard and softy FM support to the operational estate.	-	Performance will be monitored monthly through contract performance meetings and six monthly reviews of the contract
<b>1.4</b>	<b>Consider corporate landlord model</b>	Review options for centralising the strategic and departmental arrangements for asset use –	To more comprehensively ensure the alignment of Asset Management Planning to business and resource planning and realising common objectives  A hybrid corporate landlord approach to be explored, where departments maintain overall strategic control of their portfolio and CFM provide the necessary FM support and statutory compliance activity – repairs and cost monitored monthly	To explore and develop during the currency of the AMP



council.

## OFFICES PORTFOLIO & ORGANISATIONAL CHANGE

Ref.	Objective	Asset Management Actions	Notes	Inputs / Performance Indicator
2.1	<b>Configure a fit for purpose offices estates for the post Covid era, aligned and responsive to organisational demand and development.</b>	Review requirements for operational offices portfolio	Platform for organisational change and efficiencies etc. Perceptions of demand and user expectations post Covid-19 have changed dramatically and need to be absorbed and acted upon	Support Modernise workstreams, including around options for and potential commercialisation of 160 Tooley Street
2.2	<b>Options for Childrens Services hub, moving on from QR4 proposals</b>	Consider alternatives for QR4 site and: <ul style="list-style-type: none"><li>• Talfourd Place</li><li>• Curlew House</li><li>• Sumner House</li></ul>	-	Property search, including within existing estate, and appraisal to bring forward alternatives to the paused QR4 project.
2.3	<b>Finalise new lease for 47b East Dulwich Road.</b>	Progress lease to completion on terms agreed	A leasehold interest, expiring December 2020. Accommodates Children Looked after services.	Lease completion

## COMMERCIAL PROPERTY & INCOME

Ref.	Objective	Asset Management Action Plan	Notes	Performance Indicator
3.1	<b>Maximise rental income across the commercial portfolio generally</b>	<ul style="list-style-type: none"> <li>• Set annual programmes to undertake <b>rent reviews</b>, and <b>lease renewals</b>.</li> <li>• Undertake <b>new lettings</b> in a timely manner, minimising void periods.</li> <li>• <b>Resource the process proportionally</b> according to business need; including in-house team and use of external advisors for high value, high complexity cases.</li> <li>• <b>Minimize debt / economic recovery in the commercial portfolio</b></li> <li>• <b>Consider tenant requests</b></li> </ul>	<p>Allows for a pragmatic approach to:</p> <p>a) responding to changing market conditions;</p> <p>b) flexible lease and licence terms;</p> <p>c) achieving vibrancy and sustainability in the commercial portfolio (i.e. not just any use that commands the highest rent), and supporting social regeneration objectives;</p> <p>d) the potential for meanwhile uses to test new ideas and approaches;</p> <p>e) lettings to Voluntary &amp; Community Sector occupiers.</p> <p>A dedicated income recovery unit has been established within Property Team, to manage invoicing and address any unpaid rent and its</p>	<p><b>Projected Rents in charge</b> 2020/21 £21.3 million 2021/22 £21.9 million</p> <p><b>Review</b> Competition Act law on user restrictions / Estate Management Plans</p> <p><b>Monitor and report</b> on a monthly basis to Cabinet Member for Finance and Resources</p> <p>All debt performance reporting to include <b>case by case analysis</b> of high value debt and recovery risk, with approach tailored accordingly.</p> <p>A clear strategy will e required for the treatment of Covid-19 bad debt.</p>

		<b>for Covid-19 support in a commercial but pragmatic way, according to agreed criteria</b>	collection from current and previous tenants.	
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## COMMERCIAL PROPERTY & INCOME (continued)

Ref.	Objective	Asset Management Action Plan	Notes	Performance Indicator
3.2	<b>Effective management of investment grade property holdings</b>	<ul style="list-style-type: none"> <li>• Set annual programmes to undertake <b>rent reviews</b>, and <b>lease renewals</b>.</li> <li>• Undertake <b>new lettings</b> in a timely manner, minimising void periods.</li> <li>• <b>Resource the process proportionally</b> according to business need; including in-house team and use of external advisors.</li> <li>• <b>Identify investment requirements</b> to sustain or enhance rental opportunity and capital values overtime</li> <li>• Ongoing review of <b>specialized assets</b> e.g. telecoms estate, transformer chambers, advertising for opportunities.</li> </ul>	<p>Refers to:</p> <p>a) the <b>London Bridge Portfolio</b> (Shand Street, Holyrood Street, Courage Yard), and</p> <p>b) <b>Old Kent Road portfolio</b>.</p> <p><b>Telecoms estate</b> – accelerated activity in anticipation of Telecommunication Code impacts, and LBS aspirations towards greater broadband</p>	<p><b>LBP projected rental income</b></p> <p><b>OKRD projected rental income</b></p> <p>Agree costed <b>investment plan</b>, with income projections and options/risk analysed for London Bridge Portfolio.</p> <p>Agree <b>criteria for new investment/acquisition</b> activity (see section 6 of the main AMP document)</p> <p><b>Review resourcing requirement</b> and LBS-wide networks to support decision making and technical processes.</p>

			connectivity has significantly increased incomes, but also resourcing need.	
<b>3.3</b>	To forecast and monitor the fluctuating incomes from the investment estate	<ul style="list-style-type: none"> <li>• <b>Monitor and report</b></li> <li>• challenge, in order that potentially productive assets are not left vacant for long periods or inconsistently with business plans / formal recommendations</li> </ul>	Arising from income generating assets being released into development schemes –	Periodic (monthly) reporting as part of wider report to Director of Regeneration and lead Member for Finance & Performance

## INVESTMENT & ACQUISITION

Ref.	Key Area	Asset Management Action Plan	Notes	Performance Indicator
4.1	<b>Framework for investment in assets decision making</b>	Establishment of an Asset Investment Board headed by the Director of Regeneration	To champion and direct asset investment activity, and agree the detailed criteria for acquisition	Ensure that investment criteria, including asset holding and facilities management costs are taken into account in decision making about our operational properties
4.2	<b>Investment in assets and their management where there is a clear business case (or owner / lessor obligation) to do so</b>	Apply clear criteria for the acquisition of <b>new</b> commercial assets.  ...and retention of <b>existing</b> ones - quantify the investment requirement for existing portfolio of assets and determine the capital and revenue side resourcing implications	See Investment section of the main AMP document for further details.  Dealing with an ageing portfolio with backlog maintenance and compliance issues.	Ongoing, as new opportunities are identified.  Develop costed action plans, prioritised according to risk.
4.3	<b>Options for Tower Workshops</b>	Review options for mixed use redevelopment of the council's existing asset	Large factory building, now multi occupied by c.50 businesses – manufacturing, food, creative, etc.  Occupies a large high value site, central site just off Tower Bridge	Gear tenancies to potential requirement for vacant possession in the short to medium term, as the opportunity arises.  Undertake option appraisal to

Ref.	Key Area	Asset Management Action Plan	Notes	Performance Indicator
			<p>Road.</p> <p>The building, which is approaching 100 years old, is becoming increasingly expensive to maintain, repair and achieve necessary statutory compliance requirements.</p> <p>Adjacencies with affordable business space Council Plan commitment FE11, whilst also having the potential for significant mixed tenure housing provision.</p>	include re-provision of affordable workspace.
4.4	<b>Options for 5a Westminster Bridge Road</b>	Review options for commercial investment, and operator models, redevelopment, etc. for the council's existing asset	<p>Situated close to Waterloo. The building is run down and in need of substantial investment to remain viable on even a "tick over" basis. This includes replacement of all major services and extensive works to fabric.</p> <p>Some tenancy surrenders and decanting of tenants has already taken place.</p>	<p>Review options for commercial investment, and operator models, etc.</p> <p>Bring forward recommendations for , other existing assets that from time to time may present investment opportunities – e.g. 27 Camberwell Road, 22 Shand Street</p>
4.5	<b>Investment in the future of Canada Water</b>	Appraise options to invest in Canada Water and bring	-	Recommendations on the first investment decision to Cabinet in Q1 2021

Ref.	Key Area	Asset Management Action Plan	Notes	Performance Indicator
4.6	<b>Old Kent Road Acquisitions</b>	Actively identify and appraise opportunities within the Old Kent Road regeneration area.	-	To bring forward recommendations for any further acquisitions within the opportunity area to complement and complete the council's strategic holdings here
4.7	<b>Housing voids acquisition</b>	Review corporate appetite and feasibility to but in vacant residential properties that are vacant in the borough.	Housing Department has identified properties it may wish to acquire.	Develop programme(s) of acquisitions e.g. RTB buybacks

## SURPLUS PROPERTY, DISPOSAL & ALTERNATIVE USE

Ref.	Key Area	Asset Management Action Plan	Notes	Performance Indicator
5.1	<b>Programming capital receipts from disposal activity</b>	<p>Monitor and report realistic receipt projections, to fund GF/HRA capital programmes.</p> <p>To note changing scale and sources of capital receipts</p>	<p>To identify all sources; sales, overage payments, eventual release of Bishops House and other operational assets not viable a part of housing delivery programme.</p>	<p>Monthly <b>reporting and analysis</b> of in year sales, and year on year projections:</p> <p><b>Projected:</b>                      2020/21 £40,000                      2021/22 £40,000</p>
5.2	<b>Disposal of Housing voids</b>	Incorporate Housing voids into disposal programme	<p>Typically street properties that have become uneconomic to repair and maintain, do not form part of more readily manageable blocks/estates, etc.</p> <p>Potential conflict with strategy to acquire vacant street properties where they have become neglected.</p>	<p>Seek development of a clear <b>policy</b> and forward planning of void disposals through liaison with Housing Department.</p> <p>Timely <b>marketing of voids</b> identified as surplus to operational need, through Housing Department appraisal processes.</p>
5.3	<b>SRiPP &amp; Direct Delivery</b>	Incorporate new homes under constructions into disposal programme	<p>Some initial small scale releases of new residential property – Fisher Close, Piper Court – in private sale and shared equity format. The programme is accelerating and a further 42 units will shortly be marketed at Leyland House (Sumner Road, SE15)</p>	<p>Sales at Leyland House. Sales programme launched Q3 2019/20 but has suffered as a result of Covid-19 disruption</p> <p>Instruct consultants to review and assist the council to devise an appropriate approach to future programme and</p>

				implementation of <b>New Homes Sales Team</b> arrangements.
<b>5.5</b>	<b>Guardians review</b>	To consider appropriateness of use, terms of engagement / provision of services and costed feasibility of alternatives.	Used as alternative to high cost security arrangements for a handful of buildings awaiting sale or alternative use. Concerns over industry regulation.	Review use of Guardians

# ASSET MANAGEMENT PLAN 2021

## III Appendix Pack

### Corporate

1. Corporate context for AMP 2021
2. Cabinet & member portfolios
3. Departments & functions
4. Key strategic documents

### Reference

5. Asset base composition
6. Investment methodology – income generating assets
7. Asset Management Guidance and references

## 1 CORPORATE CONTEXT FOR AMP 2021

### The London Borough of Southwark – an overview

Approximately 314,200 people live in Southwark; a densely populated inner London borough, with the 9th highest population density in England and Wales at 9,988 residents per square kilometre.

Socially, economically and in its heritage Southwark is an incredibly vibrant and diverse part of South East London, with a unique character. There is a young, growing and mobile population. 58% are aged 35 or under. Growth is much faster than the national average, with the second highest rate in South East London, driven by natural change and international migration.

As a result Southwark's population is projected to continue to increase, growing by almost 20% by 2030 (+60,000 residents over the period). In particular, developments around Old Kent Road, Canada Water and Elephant and Castle, will lead to significant population increases in these communities. Nevertheless, approximately 4 in 10 residents continue to live in communities considered the most deprived nationally.

Ours is an ethnically and culturally diverse borough, particularly amongst those under 20. Almost half of the population identifies as a minority group, with communities concentrated across the middle of the borough with pockets in the north.

12.9% of residents were born in Africa, 75% of reception-age children are from black and minority ethnic (BME) groups, there is a significant Latin American population. Over 120 languages are spoken, with 11% of households having no members who speak English as a first language.

### Administration

Administratively, Southwark Council is made up of 23 wards. Elections for the council are held every four years. The last election took place on 3 May 2018. Two or three councillors are elected from each ward; a total of 63 councillors.

The Labour party has 49 councillors and the Liberal Democrats party has 14 councillors. The leader of the council is Cllr Kieron Williams (Labour), with a Cabinet format consisting of nine lead members, each with specific portfolio responsibilities. The composition of the cabinet is shown in section 2 below..

The council employs officers to carry out its policies and run services. Officers are managed by the Chief Executive, and arranged into six departments aligned to service delivery:

- Chief Executives
- Finance & Governance
- Housing & Modernisation
- Place & Wellbeing
- Environment & Social Regeneration
- Children's & Adults Services

Further detail about the roles of the departments is provided in Section 3.

### **Corporate vision & the Council Plan**

The Council defines its approach to all the challenges and opportunities in the administration of its area in the Council Plan.

Southwark's Council Plan describes our vision for the borough to help create a fairer future for all. It sets out our priorities and commitments and is the guiding document that decides what the council does. The Council Plan makes commitments across six priority themes:

- A place to call home
- Climate Emergency
- Green & Fair Economic Renewal
- Tackling Health Inequalities
- A great start in life
- Southwark together

These themes, extensive regeneration programmes including those for the Aylesbury Estate, Old Kent Road and Canada Water, and an emphasis on modernising the Council to deliver value for money through organisational efficiencies form the basis from which Service Plans and Resource Plans (including this Asset Management Plan) are developed, activities aligned, and outcomes monitored.

An outline of the council's key strategic plans, including the Council Plan is given in Section 4. It includes links to our website for all documents mentioned.

## Corporate performance & resources

Performance Schedules have been developed for each of the six corporate commitments, incorporating day to day and statutory service delivery measures, departmental / service plans, and specific actions supported by or centred on assets.

## 2 CABINET & PORTFOLIOS

### **Leader of the Council**

Cllr Kieron Williams

### **Deputy Leader and Cabinet Member for Children, Young People & Schools**

Cllr Jasmine Ali

### **Cabinet Member for Public Health & Community Safety**

Cllr Evelyn Akoto

### **Cabinet Member for Jobs, Culture & Skills**

Cllr Stephanie Cryan

### **Cabinet Member for Social Support & Homelessness**

Cllr Helen Dennis

### **Cabinet Member for Finance & Resources**

Cllr Rebecca Lury

### **Cabinet Member for Communities & Equalities**

Cllr Alice MacDonald

### **Cabinet Member for Housing**

Cllr Leo Pollak

### **Cabinet Member for Leisure, Environment & Roads**

Cllr Catherine Rose

### **Cabinet Member for Climate Emergency, Planning & Transport**

Cllr Johnson Situ

*Alongside cabinet, the Leader appoints up to four deputy cabinet members, focused on specific projects to help deliver the Council's priorities as set out in the Council Plan.*

### **Deputy Cabinet Member for Low Traffic Southwark**

Cllr Radha Burgess

For further information see:

<https://www.southwark.gov.uk/council-and-democracy/councillors-and-mps/leader-of-the-council-and-cabinet-members>

### 3 DEPARTMENTAL STRUCTURES

Division	Department	Function
<b>CHIEF EXECUTIVE</b>	<b>Chief Executive's Office</b>	The Chief Executive's Office comprises the Support to the CE, Response and Renewal, Local Economy Team, Emergency Planning & Business Resilience and Overview & Scrutiny teams. Our role is to directly support the Chief Executive and chief officer leadership team in translating political vision into projects and programmes across the Council.
	<b>External Affairs</b>	The External Affairs division comprises policy and public affairs; media; marketing; and cabinet support. As well as this, we manage internal communications for the council and the administration's political assistant. Our services are responsible for managing and enhancing the standing of the council through the development of external and internal communications, public affairs, policy projects and initiatives.
	<b>HR</b>	Human Resources and L&D core services.
	<b>Planning</b>	Reports jointly to Director of Planning and Director of Regeneration and is made up of a number of teams related to planning, transport, conservation and building control
	<b>Regeneration</b>	The Regeneration division comprises North, South, Capital Projects, Property and Planning & Regeneration Old Kent Road.

Division	Department	Function
<b>FINANCE &amp; GOVERNANCE</b>	<b>Law &amp; Democracy</b>	Constitutional team, Registration and Electoral Services, Legal Team - litigation. Corporate, regeneration and development, etc, Monitoring Officer
	<b>Exchequer Services</b>	The Exchequer Services division includes the Assessment & Payments, Client Services, Strategy & Compliance, Income Operations, Homeownership and Support Services. The purpose of this division is to manage all processes related to council tax, business rates, housing benefit, the Southwark Emergency Support and management of payroll. It is also responsible for services financed through the housing revenue account.
	<b>Finance and Accounting</b>	The Finance and accounting division includes the director's office, professional finance services and financial and information governance. The purpose of the division is to

		provide professional leadership and management to the finance, procurement, risk and insurance, and information governance functions across the council. It also delivers the pensions administration service.
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<b>Division</b>	<b>Department</b>	<b>Function</b>
<b>HOUSING &amp; MODERNISATION</b>	<b>Resident Services</b>	The Residents Services division includes the Area management, Strategy & Business Support, Strategic Business and Support Housing Services.
	<b>Customer Experience</b>	The Customer Experience division includes the Contact Centre; Customer Resolution and Specialist Services, My Southwark Home Owners, and the Housing Solutions Service.
	<b>Asset Management</b>	The Asset Management division includes New Homes; Investment, Repairs and Maintenance and Engineering.
	<b>Modernise</b>	The Modernise division includes IT and digital services; Organisation Transformation and Corporate FM. The purpose of the division is to acts as an enabler of new and modern ways of working, while delivering high quality FM, IT

<b>Division</b>	<b>Department</b>	<b>Function</b>
<b>ENVIRONMENT &amp; LEISURE</b>	<b>Leisure</b>	The Leisure division includes Parks & Leisure and Culture Services. The purpose of the division is to provide, enhance and maintain parks, public spaces, libraries and provide access to arts, culture and heritage.
	<b>Environment</b>	The Environment division includes Highways, Waste & Cleansing, Traded Services and Regulatory Services
	<b>Climate Change</b>	The Sustainability and business development division assists the whole of the E&SR department with essential support services, specialist advice and research and project assistance. The division also includes the Sustainability and energy team.
	<b>Public Health</b>	Public health includes Place and Health Improvement, People & Health Intelligence and Health Protection & Children and Young People teams. The purpose of this division is to improve the health and wellbeing of Southwark's residents and to reduce health inequalities. We do this by working closely with partners across the Council,

		CCG, NHS and Voluntary Sector to support people to make healthier decisions, to identify health needs and to provide an understanding of evidence and what works to inform service redesign and modernisation.
	<b>Communities</b>	The Communities division includes the Community Support, Resident Involvement, Community Engagement and Community Safety & Partnerships Teams.

<b>Division</b>	<b>Department</b>	<b>Function</b>
<b>CHILDREN'S &amp; ADULTS SERVICES</b>	<b>Adult Social Care Services</b>	The Adult Social Care Service comprises Mental Health, Learning Disabilities, All Age Disabilities, Older People & Physical Disability, Service Development: Safeguarding and Performance, Development & Quality (PDQ) and Service Development: Personal Budgets & Client Finance services. Our services aim to reduce social isolation, promote positive health and wellbeing as well as offering choice and equity.
	<b>Children's Social Care Service</b>	The Children's Social Care Service includes Family Early Help & Youth Justice, Assessment & Safeguarding, Corporate Parenting and Quality & Performance. Our services aim to reduce the number of children in care and promote positive outcomes to children and young people.
	<b>Education Services</b>	This department provides universal children's services including early years services, school improvement, admissions and place planning and school transport, alongside secondary further education services, adult education, Education and business alliance, virtual school, NEETS and special educational needs teams.
	<b>Children's and Adults' Commissioning</b>	Commissioning is the design, transformation, specifying and, where appropriate, purchasing of care and support services that help children, adults and families to feel and be safe, emotionally resilient and as independent as possible and appropriate for their individual and collective circumstances. We commission services for people who are vulnerable, people with learning disabilities and/or physical disabilities and carers; we commission these services for people of all ages.

## 4 KEY CORPORATE DOCUMENTS

**Council Plan** the overall plan for the organisation, describing how we will deliver our vision, through the commitments that we make to the people of Southwark. It also makes a number of commitments to equality and fairness in line with our equality and diversity policies. The Council Plan shape what every council team and member of staff does. The Plan is accompanied by an annual performance report at the end of each financial year

<https://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan>

**Medium Term Financial Strategy** effective planning and resource management are crucial to meeting our collective goals. This provides a framework of underlying principles by which resources may be allocated across the council and other relevant considerations that need to be taken into account

**Budget Book** the budget book provides detail on budgets and other resource information for each council department and division, presenting key information for the services that the council provide. The budgets have been agreed within the framework of the Council Plan confirmed at Council Assembly, which contains the leader's vision of a fairer future for all in Southwark. <https://www.southwark.gov.uk/council-and-democracy/key-documents/budget-book>

**Planning: New Southwark Plan (NSP)** a new borough-wide planning and regeneration strategy up to 2033. Once finalised and adopted, it will replace current local plan, comprised of the saved Southwark Plan policies and the Core Strategy.

<http://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/development-plan/local-plan?chapter=4>

**Asset Management Plan 2021** this document. AMP 2021 aims to bring about the delivery of strategic goals through the use of property assets. It is an integral part of the council's resource and business planning alongside the MTFS.

**Asset Management Plan for Commercial Property** a comprehensive review in 2016 of these assets, the rationale for holding them and the importance of the incomes produced continues to guide the management of the portfolio today:

<http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=6004>

**Facilities Management Procurement Strategy (operational property)** to bring a number of FM services back in house, such as pest control, reception services and cleaning in our main offices. The remaining FM services will be divided into two contracts, one for soft FM services which includes one off security and cleaning of outlying offices and facilities and one for hard FM services such as repairs and maintenance.

<http://moderngov.southwark.gov.uk/ieIssueDetails.aspx?Id=50017110&PlanId=0&Opt=3#AI50129>

## VCS

Southwark has a strong and vibrant Voluntary and Community Sector (VCS) which delivers a wide variety of services to local people. The sector reflects the diversity of cultures and interests in the borough. A new Voluntary and Community Sector Strategy for Southwark has been developed in 2016, in partnership with the local VCS and Southwark Clinical Commissioning Group.

<https://www.southwark.gov.uk/engagement-and-consultations/grants-and-funding/voluntary-and-community-sector-support>

## Faith Strategy

<http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50018819&Opt=0>

**Highways Infrastructure Asset Management Plan** the Highway Infrastructure Asset Management Plan (HIAMP) and its component documentation sets out the strategy, policies and investment criteria needed to keep all highway assets in a safe and operational state in the most efficient and effective manner, both on a day to day basis and in the long term.

<http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=50015355&Opt=0>

**Southwark Housing Strategy to 2043** Southwark council cabinet agreed Southwark's first long-term housing strategy in January 2015 around the four core principles of increasing

supply, quality, engendering pride and responsibility, and supporting vulnerable individuals and families.

<https://www.southwark.gov.uk/housing/housing-strategy>

**Modernise Strategy** on 1 November 2016, Southwark's Cabinet agreed a suite of strategies to help staff in the way that they work and support the delivery of the council's priority outcomes. The modernisation programme focuses on three key areas which are the fundamental building blocks on which to transform and modernise the council: workforce, workplace and IT.

<http://www.southwark.gov.uk/council-and-democracy/modernise-strategy>

## Schools Strategy

## CAS Social Care Strategies

**Economic Wellbeing Strategy** to build a strong local economy for all, working in partnership with residents, businesses and the voluntary sector: a council that is open for business and will promote and support economic wellbeing.

<http://www.southwark.gov.uk/business/economic-wellbeing-strategy>

## Cultural Strategy 2017-22

<http://moderngov.southwark.gov.uk/documents/s67314/Appendix%201%20Cultural%20strategy.pdf>

### **Southwarks Creative Enterprise Zone**

<https://www.southwark.gov.uk/events-culture-and-heritage/creative-southwark/projects-and-programmes/southwark-s-creative-enterprise-zone-cez>

**Libraries & Heritage strategy 2019 - 2022** there are 12 libraries spread across the borough and a home library service for people who cannot come to a library. There is also a borough archive, local history library, heritage collections including the Cuming collections and the service is the custodian of the borough art collection

<http://modern.gov.southwark.gov.uk/ielssueDetails.aspx?IId=50018805&PlanId=0&Opt=3#AI52123>

### **Waste Management Strategy 2003 – 2021**

<http://www.southwark.gov.uk/bins-and-recycling/waste-strategy-and-policy/waste-strategy-for-southwark>

**Physical Activity and Sport Strategy 2018–19** to use the power of physical activity to benefit individuals, places, and communities in Southwark. Each year of the strategy term will see plans formulated to jointly tackle key areas of the strategy, and set out in a published action plan.  
<http://www.southwark.gov.uk/leisure-and-sport/southwark-physical-activity-strategy>

**Southwark Biodiversity Action Plan 2013 – 2019** sets out a vision for the continued protection, conservation and enhancement of nature in the borough.

**Southwark Maps** an interactive and publicly available maps service providing invaluable strategic perspectives on our borough and its asset base

<https://www.southwark.gov.uk/council-and-democracy/maps-of-southwark/southwark-maps-interactive-maps-service>

## 5 ASSET BASE COMPOSITION

Asset Class	Description	Number	Area GIA (m2)	Present Existing Use Valuation
<b>Dwellings</b>	Housing*	36,988	2,540,000	£3,422,856,605
<b>Educational Assets</b>	Education Nurseries	5	11,600	£17,269,571
	Special Schools	8	11,000	£29,700,000
	Primary Schools	34	145,000	£359,157,996
	Secondary Schools	0	0	£0
<b>Other Operational Land &amp; Buildings</b>	Off Street Car Parks/Park and Ride	12	-	£80,725,486
	Property used for or in direct support of residential activities	113	-	£29,144,087
	Offices, administrative buildings and land associated with administrative buildings**	36	112,000	£258,324,952
	Sports centres and pools	11	29,400	£30,500,000
	Residential homes and day centres	20	16,750	£17,547,046
	Libraries	12	10,000	£34,158,614
	Other educational establishments	6	2,400	£10,014,669
	Cemeteries and Crematoria (buildings only)	1	1,100	£1,150,000
	Museums and galleries	3	1,000	£916,230
	Other housing (HRA) property and non-HRA housing	40	9,000	£127,206,219
	<b>Community Assets</b>	Parks	6	-
<b>Non-operational Assets***</b>	Industrial property / business units	121	24,000	£277,890,267
	Retail units	468	34,500	£71,188,286
	Other Income Generating Non operational Assets	117	-	£134,774,816

<b>Surplus Property, etc</b>	Buildings declared surplus:	2		£134,750
	Land declared surplus assets	18	-	£127,666,639
	Assets under construction	66	-	£50,853,120
	Infrastructure	18	-	£268,894,597

**Notes:** \*Dwellings number excludes c.15,000 leaseholds sold through the Right to Buy scheme. \*\* The value reported for the offices estate reflects the opportunity cost to the Council of the space it occupies and includes a notional value for leasehold assets. It does not reflect the figure the assets could be sold for. \*\*\* Income generating non operational assets exclude a number of low value assets and rights over land with annual rentals falling below de minimis amounts.

**6 INVESTMENT METHODOLOGY – INCOME GENERATING ASSETS**

## Investment Acquisitions - additional criteria where priority is income generation

We have developed an initial set of high level criteria for appraisal and selection of new investment assets. Our approach and selection criteria take as their starting point the council's Annual Investment Strategy, dealing with financial instruments such as deposits and bonds. Here the objectives are to:

- preserve principal;
- secure a realistic return balanced against a cautious stance on risk;
- prudent exposure geared towards raising the level and sources of investment returns over the long term;
- diversified investment exposure, managed with due care and attention, having regard to market conditions.

Applying these to the property portfolio, the objective is a balance of new and existing assets of different types, with an appropriate spread of risk (allowing for the potential constraints of an "in-borough" focus). Starting from these principles and the criteria, our approach to investing in income generating assets can be summarised as:

- A **positive financial return**, where income received exceeds borrowing / holding costs and generates an annual surplus.
- Pure investment **cashflow and strategic principles applied** in acquisition decisions with assessments based on realistic

consideration of income potential and capital growth;

- A **long term, sustainable view** across a balanced, diversified portfolio of property investments, with appropriate risk analysis and a low risk stance;
- **Achieving a minimum return** over borrowing / holding costs;
- **In-borough investment** in alternative income streams, which can generate a return over the longer term for the council, or contribute to a strategic land assembly;
- Consideration of investment in out-of-borough opportunities only where there is a demonstrable benefit to people who live or work in Southwark, to service delivery, or to the borough's regeneration;
- Emphasis on **tradeable assets to maximise liquidity and preserve capital** for the asset type (notwithstanding market dynamics).
- **Active asset management** of investment assets acquired, on an arms-length basis by external advisors (the Head of Property and his team performing an intelligent client role). Not "business as usual";
- **Additionality** and potential for post-acquisition investment to preserve and enhance asset value and income.

An assessment of all opportunities and risks, including economic and market risk, will be undertaken in each case where a potentially suitable asset is identified, assessed as follows:

<b>Criteria</b>	<b>Weighted Score</b>	<b>Excellent</b>	<b>Good</b>	<b>Acceptable</b>	<b>Marginal</b>	<b>Poor</b>
	-	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Location</b>	<b>15%</b>	Prime	sub-Prime	Secondary	sub-Secondary	Tertiary
<b>Tenant Financial Covenant</b>	<b>20%</b>	Single tenant, strong covenant.	Single tenant, good covenant	Multiple tenants, strong covenant	Multiple tenants, good covenant	Poor covenants
<b>Lease terms</b>	<b>15%</b>	Unencumbered	-	Encumbered	-	Excessively onerous
<b>Occupational Lease Length</b>	<b>15%</b>	20 years+	15-20 years	10-15 years	5-10 years	less than 5 years or vacant
<b>Building Quality</b>	<b>10%</b>	Modern or recently refurbished. Nominal capex requirement.	Good quality, with significant capex not required within the next 20 years	Good quality, with significant capex not required within the next 10 years	Good quality, with significant capex not required within the next 5 years	Low quality with capex required within 5 years
<b>Tenure</b>	<b>10%</b>	Freehold	Lease 125 years+	Lease 100 - 125 years	Lease 50 - 100 years	Lease less than 50 years

<b>Tenant Repair Obligations</b>	<b>10%</b>	FRI	FRI - partially recoverable	IRI - 100% recoverable	IRI - partially recoverable	Landlord responsibility
<b>Lot Size</b>	<b>5%</b>	Case specific	Case specific	Case specific	Case specific	Less than £500k or greater than £100 m
<b>Maximum Score</b>	<b>100%</b>	100	80	60	40	20

## 7 ASSET MANAGEMENT GUIDANCE & REFERENCES

- **Hot Property: getting the best from local authority property assets** (Audit Commission 2000)
- **Asset Management of local authority land and buildings – good practice guidelines** (DETR 2000)
- **Asset Management Guidance** (ODPM 2003)
- **Asset Management Guidance** (ODPM 2004)
- **Guidance on Asset Management** (RICS & ODPM 2005)

- **Building Strong Foundations: A Framework for local authority asset management** (DCLG 2008)
- **Public Sector Asset Management Guidelines** (RICS 2008)
- **Public Sector Asset Management Guidelines, 2nd Edition** (RICS 2012)

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